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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING
## OF THE
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD
## YOUTH COUNCIL

**Date:** Thursday, July 12, 2001

**Time:** 9:30 a.m. – 11:30 a.m.

**Location:** Born Auditorium
170 Otis Street
San Francisco CA 94103

**AGENDA APPEARS ON THE REVERSE SIDE**

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE
### (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

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### OTHER ACCOMMODATIONS

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**Issued:** Thursday, July 5, 2001

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*Telephone 415.431.8700 • Fax 415.431-8702*
*TDD 800.735.2929 (CRS)*

## PROPOSED AGENDA

1. Adoption of the Agenda (Action Item)
2. Public Testimony on Agenda Items (Discussion Item)
3. Presentation by Lynn Bunim and Pamela Calloway

   "Update on Activities of Workforce Investment Board and Committees"

   a. Basic Overview of Workforce Development and One Stop System (Information Item)
   b. Current Committee Rosters and Meeting Schedules (Information Item)
   c. Basic Overview of Youth Council Roles and Responsibilities (Discussion Item)
4. Presentation by Liz Jackson-Simpson and Brenda Brown

   "Overview of WIA Title 1B Formula Youth Programs and Youth Opportunity Grant"
5. WIA Title 1B Youth Programs

   a. Funding WIA Title 1B Youth Programs for PY (Program Years) 2001-02 (Information Item)
6. Youth Opportunity Grant – WIA Title 1D

   a. Year Two Plan for Youth Opportunity Grant Funding (Information Item)
7. Chair's Report (Information Item)
8. Public Testimony on Non-Agenda Items (Discussion Item)
9. Future Agenda Items (Discussion Item)
10. Adjournment (*Action Item*)



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*Workforce Investment San Francisco*

**Local Workforce Investment Board (LWIB)**

# Youth Council

**(15-29 members)**

| | Last | First | Organization |
|---|---|---|---|
| 1 | Alvarez-Rodriguez | Deborah | Dept Children, Youth & Families |
| 2 | Cochrane* | Ann | San Francisco Conservation Corps |
| 3 | Cousins | Kim | Wells Fargo |
| 4 | Del Carlo | Larry | SF Unified District School |
| 5 | Grossman | Daniel | Wild Planet Toys |
| 6 | Jackson-Simpson | Liz | Youth Advocate |
| 7 | Johnson | Vanessa | Mad Will's Food Company, Inc. |
| 8 | Killacky | John | Yerba Buena Center for the Arts |
| 9 | Lewis | Linda | Charles Schwab |
| 10 | Lopes | Natalie | The Family School |
| 11 | Mason | Nate | Economic Opportunity Council of SF, Inc. |
| 12 | Moore-Yaki | Kristina | KMY Consulting |
| 13 | Scarbrough | Lucy | Employment Development Department |
| 14 | Thompson | Barbara | Community Relations |
| 15 | Turner | Vivian | Enterprise for High School Students |
| 16 | Whooley | Daniel | SF Electrical Training Trust |
| 17 | Williams | Jesse | Juvenile Probation Department |

* Chairperson

Staff Member - Brenda Brown

# COMMITTEES
# OF
# SAN FRANCISCO LOCAL WORKFORCE INVESTMENT BOARD (LWIB)

## Guiding Principles

The **Standing Committees** shall:

1. Conduct public hearings and take public testimony when needed to ensure that all viewpoints are considered, and in all cases when required by statute or regulation.

2. Provide the LWIB with readily available expertise regarding the policies and direction of the LWIB.

3. Review staff recommendations with appropriate public hearings and advise the LWIB and the Executive Committee regarding action to be taken.

4. Provide for broad community participation in LWIB activities.

Members of the Committees who are **not** Members of the LWIB shall be voting members of the Committee, but shall not be voting members of the LWIB.

It shall be the responsibility of each committee to establish its schedule for meeting and to ensure that all interested parties are provided with adequate notice of such schedules in conformance with public meeting laws. Committee Chairpersons may delegate such responsibilities to Staff.

## Employer Services

This committee shall have a chairperson who is a Member of the LWIB and shall include a Staff person as a member. The number and source of additional members shall be left to the discretion of the LWIB Chairperson and the committee chairperson. The membership of the committee shall be not less than seven (7) and not more than eleven (11).

This committee shall focus on San Francisco's changing industry and occupational structure, identify sectors in the forefront of San Francisco's growth and assess their service and workforce needs. Coordinate and plan delivery of business services including tax credits, First Source Hiring, and labor market information. Design methods and practices to engage employers in the publicly financed workforce delivery system including: customized training, career ladder skills training, and criteria for "work-ready" job seekers. This committee shall also prepare recommendations to LWIB and the Executive Committee concerning marketing and public relations of the workforce development system to employers.

## One-Stop Operations

This committee shall have a chairperson who is a Member of the LWIB and shall include a Staff person as a member. The number and source of additional members shall be left to the discretion of the LWIB Chairperson and the committee chairperson. The membership of the committee shall be not less than eleven (11) and not more than fifteen (15).

This committee shall be the planning committee of One-Stop San Francisco (OSSF), the local One-Stop System. This committee shall monitor operations of OSSF and prepare recommendations to LWIB and the Executive Committee concerning the allocation of scarce resources to and between: operation of facilities (centers and satellite locations); operation of systems (technology, personnel staffing and training); and operation of job-seeker training (cost reimbursement contacts and/or individual referral contracts). This committee shall be responsible for recommendation of Memoranda of Understanding with One-Stop Partners as required by the Act. This committee shall also prepare recommendations for local criteria for the Eligible Training Provider List (ETPL) and for development of marketing strategies for OSSF.

## Researching and Evaluation Committee

This committee shall have a chairperson who is a Member of the LWIB and shall include a Staff person as a member. The number and source of additional members shall be left to the discretion of the LWIB Chairperson and the committee chairperson. The membership of the committee shall be not less than five (5) and not more than seventeen (17).

The Evaluation Committee shall be responsible for the review and advice to the Executive Committee and the LWIB of the overall quality of programs authorized by the LWIB. This committee shall advise the LWIB in developing a robust capacity driven by federal mandates, best practices and employer needs through analysis and assessment of programs for job seekers and employers, capacity of service providers, relative success and significance of interventions to move people in San Francisco to high skill, high wage employment.

## Program Investment Committee

This committee shall have a chairperson who is a Member of the LWIB and shall include a Staff person as a member. The number and source of additional members shall be left to the discretion of the LWIB Chairperson and the committee chairperson. The membership of the committee shall be not less than five (5) and not more than seventeen (17).

The Program Investment Committee shall be responsible for the review and advice to the Executive Committee and to the LWIB of funding recommendations for programs and services for adult job seekers. This Committee shall develop, approve, and recommend design and solicitation criteria for adult job seekers. Subcommittees of the Program Investment Committee shall be appointed at the discretion of the LWIB Chairperson and this committee Chairperson and may include special populations, e.g. refugees, homeless persons.

## Youth Council

This committee shall have a chairperson who is a Member of the LWIB and shall include a Staff person as a member. This membership of the committee shall be not less than fifteen (15) and not more than twenty-nine (29). The Youth Council shall be appointed by the LWIB in cooperation with the CLEO, and shall include:

**Required (statutory) Membership**

1. members of the LWIB with special interest or expertise in youth policy;
2. representatives of youth service agencies, including juvenile justice and local law enforcement agencies;
3. representatives of local housing authorities;
4. parents of youths seeking assistance from LWIB programs;
5. individuals, including former participants, and representatives of organizations that have experience relating to youth activities;
6. representatives of the Job Corps, as appropriate.
7. other individuals or representatives of entities as determined appropriate by the LWIB in cooperation with the Chief Local Elected Official (CLEO or Mayor of San Francisco).

**Duties**

1. Develop portions of the Local Plan relating to eligible youth;
2. Subject to approval of the LWIB and in conformance with the requirements of the Act:
   (a) develop, approve, and recommend the design and solicitation criteria for youth services and activities; and
   (b) conduct oversight with respect to the eligible providers of youth activities.
3. Coordinate youth activities as authorized in the Act
4. Other duties determined appropriate by the Chairperson of the LWIB.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

**NOTICE OF A PUBLIC MEETING**

**OF THE**

**WORKFORCE INVESTMENT SAN FRANCISCO BOARD**

**YOUTH COUNCIL**

| | |
|---|---|
| **Date:** | Thursday, September 20, 2001 |
| **Time:** | 4:30 p.m. – 6:30 p.m. |
| **Location:** | Born Auditorium<br>170 Otis Street<br>San Francisco CA 94103 |

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**Issued:** Thursday, September 13, 2001

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## PROPOSED AGENDA

1. Adoption of the Agenda (Action Item)
2. Adoption of the July 12, 2001 minutes (Action Item)*
3. Public Testimony on Agenda Items (Discussion Item)
4. Presentation
5. Staff Recommendation
    a. Proposed Action: Authorization for participation in Young Offenders Demonstration Grant (Action Item)*
6. Chair's Report (Information Item)
7. Public Testimony on Non-Agenda Items (Discussion Item)
8. Future Agenda Items (Discussion Item)
9. Adjournment (*Action Item*)

**Information to be sent under a separate cover.*

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## DRAFT MINUTES FOR THE OCTOBER 18, 2001 MEETING OF THE YOUTH COUNCIL OF THE *WORKFORCE INVESTMENT SAN FRANCISCO*

**MEMBERS PRESENT:**
Deborah Alvarez-Rodriguez, Ann Cochrane, Larry Del Carlo, Daniel Grossman, Elizabeth Jackson-Simpson, Natalie Lopes, Kristina Moore Yaki, Lucy Scarbrough, Vivian Stern Turner, Barbara Thompson, and Dan Whooley.

**MEMBERS ABSENT:**
Kimberly Cousin, Vanessa Johnson, John Killacky, Nate Mason, and Jesse Williams.

**STAFF PRESENT:**
Brenda Brown, Pamela Calloway, Alice Chiu, Joyce Crum, Wes Dixon, Raymond Holland, Zenaida Paguirigan, Steve Weaver.

**GUESTS (AS EVIDENCE BY THE SIGN-IN SHEET):**
Tom Ryan, Kate Durham, Kinnis Jamerson, Gary Banks, Gaylon Logan Jr., James Bell, Reggie Bryant, John Miller, Ronnell Clayton, Jaquara Swain, Carrie Kirkpatrick, Elizabeth Toups, Paul Gibson, Jacob Schultz, Keith Chu, Roel Blanco, Aumijo Gomes, Amanda Gerrie, Julie Lewis, Muriel O'Connell, Richardo Alva, and Kar Yin Tham.

The meeting was convened at 4:45 PM. A quorum was established.

Chair Cochrane welcomed members that were not present at the last meeting. Ms. Cochrane stated that she understood this Council has challenges getting started. In the future will start on time.

*Motion to adopt the agenda.*
Moved by Deborah Alvarez-Rodriguez and seconded by Daniel Grossman.

Ayes: Deborah Alvarez-Rodriguez, Larry Del Carlo, Daniel Grossman, Elizabeth Jackson-Simpson, Natalie Lopes, Kristina Moore Yaki, Lucy Scarbrough, Vivian Stern Turner, Barbara Thompson, and Dan Whooley
Nays: None.
Abstentions: None.

Motion passed.

*Motion to adopt the minutes of September 20, 2001 meeting.*
Moved by Barbara Thompson and seconded by Vivian Turner.

Ayes: Deborah Alvarez-Rodriguez, Larry Del Carlo, Daniel Grossman, Elizabeth Jackson-Simpson, Natalie Lopes, Kristina Moore Yaki, Lucy Scarbrough, Vivian Stern Turner, Barbara Thompson, and Dan Whooley
Nays: None.
Abstentions: None.

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Motion passed.

There was no public testimony on agenda items.

Presentation from Department of Children, Youth, & Families (DCYF)

Ms. Cochrane stated that DCYF has begun to quantify and map activities/programs funded by their agency. Ms. Cochrane reminded the members that the Youth Council has to do a similar mapping and may want to use this as a model.

Kar Yin Tham, Planner and Policy Analyst, and Deborah Alvarez-Rodriguez, Executive Director, from DCYF presented an overview of DCYF resource mapping.

Goals
- Map landscape of youth employment services and funding
- Understand gaps and overlaps of services
- Leverage additional dollars
- Plan for future allocation, support, and coordination

Critical Questions
- What are the services provided, to what degree?
- Who's being served?
- What are the gaps in services and funding?
- What is the level of funding for youth employment citywide?

Data Collection tool
- Reviewed local and national mapping efforts
- Developed first Matrix in March 2001
- Developed modified Matrix in June 2001 with community input
- Provided training and TA to CBOs for filling out matrix

Profile of Data
- Average cost of programs is $527,007
- Highest density of training/work sites (6) is located in 94110 zip code
- 86% to 100% of youth served are in school
- Number of youth served in:
    - Job Readiness: 2,781
    - Job Placement & Referral: 2,859
    - Paid internships: 2,018

Selected Findings: Services
- Every service category is being provided
- 95% of programs provide *Education Based Learning* and *Work Based Learning*
- 81% of programs provide *Post Employment Services*
- *Unpaid Internships & Performance Standards* were least provided
- Eight special needs were identified
- Small number of program serving those needs

Selected Findings: Program Budget
- Total cost of programs is $11,067,144

- 80% of monies ($8,829,989) dedicated to 4 service categories:
    - Education Based Learning
    - Pre-Employment Services
    - Work Based Learning
    - Post Employment Services

Chair Cochrane asked the Members if they would like to use this model for Youth Council's own resource mapping. Ms. Cochrane suggested using the tool that DCYF used and invite providers and others to refine the tool. She directed the PIC staff to convene no more than six service providers to discuss this. She also asked if Vivian Turner and Kristina Moore Yaki could assist PIC staff with ideas how to proceed. Ms. Alvarez offered her staff to consult on this project.

Chair Cochrane moved Agenda Item 5b before Agenda Item 5a.

Ms. Calloway presented an overview of process of the Youth RFP/RFQ. Staff prepared worksheets for the discussion of the Design and Selection Criteria for youth services. There were three staff recommendations in addition to the worksheets.
They were as follows:

1. Staff strongly recommended that the Council authorize an RFP for youth services to be funded by multiple sources.
2. Staff strongly recommended that youth service providers apply for the State's Eligible Training Provider List.
3. Staff recommended that the Youth Council start with the Calendar worksheet.

Ms. Calloway asked the Members to review the solicitation working documents enclosed in their Books and bring forth their comments and questions at the next meeting.

The next meeting is scheduled for October 25, 2001, from 8 to 10 AM. Location to be announced.

Brenda Brown presented an overview of staff's recommendation for an eight-month continuation of funding for current Workforce Investment Act (WIA) Youth (formula funded) training subcontractors. The Executive Committee approved continuation of funding for four months to all current WIA youth subcontractors. The four-month continuation for WIA youth subcontracts was necessary because subcontractors faced a myriad of barriers during the transition from JTPA to the WIA program last year. During the four-month extension period (July 1, 2001 – October 31, 2001), performance data for the full twelve-months of the last Program Year (July 1, 2000 – June 30, 2001) was used as a basis for performance evaluation and these funding recommendations for the remainder of the year (November 1, 2001 – June 30, 2002). Performance data includes enrollments, placements and wages retention. During the month of August 2001, PIC staff identified unspent subcontractor funds from last program year in the amount of $429,635. This amount, added to the current youth allocation, brings the total amount of funds available for funding youth programs for the remaining eight months of this year (November 1, 2001 – June 30, 2002) to $1,185,806. Recommendations for total dollar allocation of these funds are divided equally between in-school and out-of-school programs as required in the San Francisco Strategic Five Year Plan.

The recommendations are as follows:

In-school programs:

Staff proposed funding all in-school subcontractors except Juma Ventures (Juma). Juma has requested a reduction in its participant slot level from six to two for the four-month extension from (July 1, 2001 – November 30, 2001).

Out-of-school programs:

Staff proposed funding all out-of-school youth subcontractors except Juma Ventures and The Family School (TFS).

In addition, staff proposed allocating $172,000 to a set aside pool to allow subcontractors not recommended for funding to train participants through individual referral contracts. Juma and TFS must meet required enrollment goals for the four-month contract (July1 – November 30, 2001). Staff also propose that this set aside pool be available to all recommended out-of-school youth subcontractors once contractual enrollment goals for contract period ending June 30, 2002 have been met.

*Motion to adopt staff's recommendation for WIA Title 1B youth funding.*
Moved by Deborah Alvarez and seconded by Barbara Thompson.

Ayes: Deborah Alvarez-Rodriguez, Daniel Grossman, Elizabeth Jackson-Simpson, Kristina Moore Yaki, Lucy Scarbrough, Vivian Stern Turner, Barbara Thompson, and Dan Whooley
Nays: None.
Abstentions: Larry Del Carlo and Natalie Lopes.

Motion passed.

Chair Cochrane announced that the YO! Bayview will have their opening celebration on October 25th, 4 to 7 PM at 195 Kiska Road. On November 8th, YO! Mission, located at the RAP high school, will have their celebration from 4 to 7 PM.

Moved Kristina Moore Yaki and seconded by Barbara Thompson.

Ayes: Deborah Alvarez-Rodriguez, Larry Del Carlo, Daniel Grossman, Elizabeth Jackson-Simpson, Natalie Lopes, Kristina Moore Yaki, Lucy Scarbrough, Vivian Stern Turner, Barbara Thompson, and Dan Whooley
Nays: None.
Abstentions: None.

Motion passed

Meeting adjourned at 6:30 PM.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING OF THE WORKFORCE INVESTMENT SAN FRANCISCO BOARD

## YOUTH COUNCIL

| | |
|---|---|
| **Date:** | Thursday, November 1, 2001 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Community College District Office<br>Auditorium<br>33 Gough Street<br>San Francisco CA 94103 |

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**Revised:** Wednesday, October 24, 2001

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## PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Design and Selection Criteria for Youth Services (Discussion and Action Item)
3. Chair's Report (Information Item)
4. Public Testimony on Non-Agenda Items (Discussion Item)
5. Future Agenda Items (Discussion Item)

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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**NOTICE OF A PUBLIC MEETING**
**OF THE**
**WORKFORCE INVESTMENT SAN FRANCISCO BOARD**

**YOUTH COUNCIL**

| | |
|---|---|
| **Date:** | Thursday, November 15, 2001 |
| **Time:** | 3:00 p.m. – 6:00 p.m. |
| **Location:** | Department of Human Services<br>Bourne Auditorium<br>170 Otis Street<br>San Francisco CA 94103 |

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**Revised:** Friday, November 2, 2001

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*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Design and Selection Criteria for Youth Services (Discussion and Action Item)
3. Chair's Report (Information Item)
4. Public Testimony on Non-Agenda Items (Discussion Item)
5. Future Agenda Items (Discussion Item)

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**MEMORANDUM**

**TO:** YOUTH COUNCIL MEMBERS **DATE:** NOVEMBER 2, 2001

**FROM:** PAMELA S. CALLOWAY
PRESIDENT

**SUBJECT:** NOVEMBER 15, 2001 YOUTH COUNCIL MEETING

Thank you to those Youth Council Members who were present for the Council Meeting of November 2, 2001. A quorum was established and rich work was accomplished to develop a Solicitation for Youth Services. This memorandum will provide:

1. Information on the elements of Design and Selection Criteria which were adopted last night;
2. Information of the elements of Design and Selection Criteria which are to be decided at the meeting on November 15; and
3. Notice to you that **the November 15 meeting will begin at 3:00 pm.**

**Design and Selection Criteria adopted by the Youth Council on November 1, 2001**

The Youth Council adopted three of nine criteria as Design and Selection Criteria for a Youth Services Solicitation. The criteria adopted were:

3. Design Elements: This criterion was amended (see enclosure) to include:
   - Preparation/Bridges for post-secondary education;
   - Individual Development Accounts;
   - Cultural Arts; and
   - Violence Prevention
4. Performance Measures: This criterion was amended to include:
   - Customer Satisfaction surveys from youth and employers
   - Language (to be drafted by staff) that acknowledges youth development outcomes
5. Eligibility: This criterion was amended to include WIA Title I-B.

**Design and Selection Criteria to be decided on November 15, 2001**

The four staff recommendations in my memorandum dated November 1, 2001 (see enclosure), and the six remaining criteria are to be decided at your November 15 meeting. Please note that calendar decisions (criteria 2) should consider how much time proponents need to complete proposals and how much time a Review Team needs to review them. All of this activity occurs during the Christmas holiday season.

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**November 15 Council Meeting begins at 3:00 pm**

Please note that this Council meeting is scheduled to begin early. It will begin at 3:00 with the expectation that business will conclude no later than 5:00 pm. However, we have reserved space, and respectfully ask that you reserve time, to continue work until 6:00 pm if necessary. It is imperative that the Council move available dollars "to the street" for youth services as quickly as possible.

Thank you for your commitment of time and resources to the Youth Council. I look forward to seeing you on November 15.

Enclosures

PRIVATE INDUSTRY COUNCIL
*of San Francisco, Inc.*
*creating employment opportunities*

**Memorandum**

TO: Youth Council Members

FR: Pamela S. Calloway
President

RE: Working Session: WIA Youth Opportunity Grant (YOG) Program Design and Proposal Selection Criteria

DT: 1 November 2001

Staff has prepared worksheets for this afternoon's discussion of Design and Selection Criteria for youth services. Please take note of the following items as you begin work:

1. **Staff strongly recommends that the Council authorize an RFP for youth services to be funded by multiple sources,** including WIA Title I.B, WIA Title I.D (YOG), Youth Development and Crime Prevention and any others in the future that may be appropriate. The worksheets have provided information from currently known sources (WIA Titles I.B and I.D).

2. **Staff strongly recommends that youth service providers apply for the State's Youth Services Eligible Provider List (YSEPL).** Currently, only adult WIA service providers are **required** to be listed on ETPL, **however, on October 25 the State issued a Draft Directive Transmittal that will require the establishment of a State YSEPL.** These ETPLs are the State's approved "vendors lists"; contracting and subcontracting with those providers on the list is substantially easier (both in San Francisco and throughout the State).

3. **Staff strongly recommends an RFP/RFQ solicitation.** The RFQ will provide a wide range of youth services available through Individual Referral Contracts. Maximum flexibility of services and maximum efficiency of staff and Council resources can be achieved using both procurement methods. Please see the blue sheet for more information about RFP/RFQ solicitation.

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4. **Start with the Calendar worksheet.** Please note the aggressive schedule we must maintain to have contracts in place by January 1. The dates listed as meeting dates are proposals; not scheduled meetings. The last scheduled meeting of the WIB for 2001 is **November 14, 2001.** The worksheets are provided in the following order. Each worksheet represents a decision to be made by this Council to clearly instruct Staff in the preparation of the RFP (of which the Design and Selection criteria is a part).

**Worksheets**

| | |
|---|---|
| 1 | This memo |
| 2 | Calendar |
| 3 | Design Elements |
| 4 | Performance Measures |
| 5 | Eligibility (including green sheet) |
| 6 | Program Elements |
| 7 | Proposal Requirements |
| 8 | Youth to be Served |
| 9 | Selection Criteria |
| 10 | RFQ Elements |

I look forward to your work today. Staff is available to answer questions you may have and to facilitate the discussion.

Attachments: 16-page worksheet

# 2. Calendar

| EVENT | DATE |
|---|---|
| Staff Recommendations to Youth Council | (October 18, 2001;<br>November 1, 2001)<br>November 15, 2001 |
| Youth Council approval of program design and RFP selection criteria | November 29, 2001 |
| * Mayor/WISF Board approval of design and selection criteria | December 6, 2001 |
| Announcement of RFP and schedule | December 7, 2001 |
| Bidders' Conference | December 13, 2001 |
| Technical Assistance Session (?) | (December 20, 2001) |
| Due date for proposals | 2 weeks: December 21<br>3 weeks: December 28 |
| Proposal review and Staff funding recommendations | January 10, 2002<br>January 17, 2002 |
| Youth Council public hearing(s) | January 17, 2002<br>January 24, 2002 |
| * Mayor/WISF Board approval of subcontracts | January 24, 2002<br>January 31, 2002 |
| Program begins | February 14, 2002 |

*The Board of Directors may be asked to act for the Private Industry Council at an earlier date.

# 3. Design Elements

| WIA Title 1B | WIA Title 1D (YOG) | San Francisco Five Year Plan |
|---|---|---|
| • Tutoring, study skills training, and instruction leading to completion of secondary school (including dropout prevention strategies);<br>• Alternative secondary school services;<br>• Summer employment opportunities directly linked to academic and occupational learning;<br>• Paid work experiences as appropriate (including internships and job shadowing);<br>• Occupational skill training;<br>• Leadership development<br>• Supportive services;<br>• Adult mentoring;<br>• Follow-up services; and<br>• Comprehensive guidance and counseling (which may include drug and alcohol abuse counseling and referral). | Same as WIA Title 1B; may be grouped around four broad theme:<br>• Improving educational achievement;<br>• Preparing for and succeeding in employment;<br>• Providing comprehensive supportive services for youth; and<br>• Developing youth as citizens and leaders<br>**Comments from YO! Center Managers**<br><u>Education</u><br>• GED preparation and testing; specifically classes that will be offered during the day and evening and possibly weekends.<br>• Basic Remedial Education; tutoring, mentoring, SAT prep, etc., specifically day and evening classes and possibly weekends.<br>• Language specific tutoring; tutoring which will assist the youth in languages such as Cantonese, Spanish, Russian, French, etc.<br>• Preparation/Bridges for post secondary education<br>• Vocational Education<br><u>Youth Development and Leadership</u><br>• Life skills training; money management, individual development accounts, career development, field trips, etc. | • Preparation for post-secondary educational opportunities<br>• Strong linkages between academic and occupational learning<br>• Preparation for unsubsidized employment opportunities<br>• Effective linkages with intermediaries with strong employer connections<br>• Alternative secondary school services<br>• Summer employment opportunities<br>• Paid and unpaid work experience<br>• Occupational skills training<br>• Leadership development opportunities<br>• Comprehensive guidance and counseling<br>• Supportive services<br>• Follow-up services. |

# 3. Design Elements (cont'd)

| WIA Title 1B | WIA Title 1D (YOG) | San Francisco Five Year Plan |
|---|---|---|
| | • Innovative youth programs which youth will receive both the training and incentives for their participation and completion.<br>• Certification and Entrepreneurial programs and opportunities.<br>• Visual cutural performing arts<br>• Apprenticeship programs<br><u>Employment</u><br>• Job training/readiness programs<br>• Job placement and development<br>• Subsidized Employment<br><u>Recreation and physical education</u><br>• Team sport and character development<br>• Yoga and /or martial arts<br>• Dance or drill team instruction<br><u>Violence Prevention</u> | |

# 4. Performance Measures

| WIA Title 1B | WIA Title 1D (YOG) | Others |
|---|---|---|
| <u>Youth age 14-18</u><br>• Attainment of basic skills and, as appropriate, work readiness or occupational skills;<br>• Attainment of secondary school diplomas and their recognized equivalents; and<br>• Placement and retention in post-secondary education or advanced training, or placement and retention in military service, or employment, including qualified apprenticeship.<br><br><u>Youth age 19-21</u><br>(and for adult and dislocated worker activities, except for self-service and informational activities)<br>• Entry into unsubsidized employment;<br>• Retention in unsubsidized employment 6 months after entry into employment;<br>• Earnings received in unsubsidized employment 6 months after entry into the employment; and<br>• Attainment of a recognized credential relating to achievement of educational or occupational skills for individuals who enter employment. (For youth age 19-21, educational and skill attainment is measured for all individuals who enter post-secondary education, advanced training, or employment.)<br>• Customer Satisfaction from youth and employers | <u>Youth age 14-18</u><br>• Attain basic skills, work readiness skills, and occupational skills;<br>• Attain high school diplomas or GEDs; and<br>• Be placed and retained in post-secondary education, employment, the military, or apprenticeships<br><br><u>Youth age 19-21</u><br>• Enter unsubsidized employment;<br>• Enter education or training programs;<br>• Join the military; and<br>• Be retained in employment for six months, one year, two years, and the earnings of these youth six months, one year, and two years after placement<br><br><u>Additional</u><br>• Graduate 80% of enrolled youth;<br>• Place 80% of graduated youth in jobs, the military, vocational training, secondary school or post-secondary school; and<br>• Retain 80% of placed youth in jobs, the military, vocational training, secondary school or post-secondary school<br>• Customer Satisfaction from youth and employers | |

# 5. Eligibility

| WIA Title 1B | WIA Title 1D (YOG) |
|---|---|
| • Is not less than age 14 and not more than age 21;<br>• Is a low income individual;<br>• Is an individual who is one or more of the following:<br>  • Deficient in basic literacy skills;<br>  • A school dropout;<br>  • Homeless, a runaway, or a foster child;<br>  • Pregnant or a parent;<br>  • An offender; and<br>  • An individual who requires additional assistance to complete an educational program, or to secure and hold employment;<br>• Be authorized to work in the U.S.;<br>• Males 18 and above must be registered as required under the Selective Service Act; and<br>• At least 30% must be out-of-school youth (50% is goal stated in five year plan). | • Is not less than age 14 and not more than age 21 at the time of enrollment;<br>• Is a youth residing in one of the four enterprise communities<br>  • Bayview Hunter's Point<br>  • Visitation Valley<br>  • Mission<br>  • South of Market Area<br>• Be authorized to work in the U.S.;<br>• Males 18 and above must be registered as required under the Selective Service Act; and<br>• At least 30% must be out-of-school youth (50% is goal stated in five year plan). |

# Workforce Investment Act (WIA) Title 1B

*Eligibility for Youth Programs*

Eligible **Youth** means an individual who:

1. Is not less than age 14 and not more than age 21;
2. Is a Low Income individual; and
3. Is an individual who is one or more of the following:
    a. Deficient in basic literacy skills;
    b. A school dropout;
    c. Homeless, a runaway, or a foster child;
    d. Pregnant or a parent;
    e. An offender; or
    f. An individual who requires additional assistance to complete an educated program, or to secure and hold employment.

"An individual who requires additional assistance to complete an educated program, or to secure and hold employment means persons (aged 14 to 21 years) who require supportive services and/or longer tern education and skill training due to multiple barriers to employment, including: enrollment in special education, school dropouts, students maintaining less than a "C" average, truants, persons with Limited English Proficiency, persons with disabilities and sensory impairments, offenders, single parents, non-custodial parents, pregnant women, persons with substance abuse and alcohol problems, and homeless persons."

Priorities to serving youth, who are public assistance recipients and residents of public and Section 8 housing, youth involved with criminal justice system, and other youth for whom traditional employment and training activities have not been appropriate.

---

*Additional Policy Decisions Needed for RFP/RFQ*

1. Youth Council may recommend to WIB that 5% of total number of participants in WIA Youth formula-funded programs may be used to provide services to youth who do not meet WIA income eligibility requirements.
2. Youth Council may recommend to WIB that Title 1B Youth eligibility requirements be expanded to include:
    a. Youth residing in public housing developments or Section 8 housing
    b. Emancipated minors
    c. Court agency referrals with mandated school attendance
    d. For older youth (18-21): Have never held a job or have never held a full-time job more than thirteen consecutive weeks.

# 6. Program Elements

| WIA Title 1B | WIA Title 1D (YOG) | San Francisco Five Year Plan |
|---|---|---|
| • Provide in-depth, up-front assessment of work-readiness skills and, where appropriate, basic skills;<br>• Incorporate a variety of workforce development approaches to help youth identify personal interests and begin their progress toward long-term employment goals;<br>• Incorporate opportunities for community service and civic responsibility;<br>• Offer work opportunities for youth as an environment for learning, building responsibility, and achieving personal development and growth;<br>• Leverage resources and funding through collaboration and partnership, including efforts toward self-sustainability;<br>• Are effectively connected with the private sector for advice and assistance;<br>• Structure strong, long-term relationships between youth and competent, caring adults as mentors and advisors;<br>• Emphasize family and peer support, including parental involvement and peer networks;<br>• Recognize and respond to age and developmental needs;<br>• Provide extended services that stay connected with the youth for a longer term, at least a year, including post-placement follow-up, peer support groups, and retention/retraining services; | <u>Out-of-School Youth</u><br>(see attachment 6.a.)<br><br><u>In-School Youth</u><br>(see attachment 6.b.)<br><br><u>Youth Development</u><br>(see attachment 6.c.) | • Preparation for post-secondary educational opportunities<br>• Strong linkages between academic and occupational learning<br>• Preparation for unsubsidized employment opportunities<br>• Effective linkages with intermediaries with strong employer connections<br>• Alternative secondary school services<br>• Summer employment opportunities<br>• Paid and unpaid work experience<br>• Occupational skills training<br>• Leadership development opportunities<br>• Comprehensive guidance and counseling<br>• Supportive services<br>• Follow-up services. |

Out-of-School Youth Component

DOL Expects that the bulk of grant funds will be spent on out-of-school youth. Possible new initiatives for out-of-school youth which correspond to the required program elements include, but are not limited to, the following activities:

- Pre-employment training emphasizing the development o positive social behaviors;
- Job placement;
- Outreach and case management;
- A new alternative school started in partnership with the public school system, using average daily attendance funds as a match;
- A vocational training program modeled after the Center for Employment Training (CET) in San Jose, California;
- A pre-apprenticeship program to train and place youth in construction or other trades;
- Training programs to get youth interested in non-traditional occupations;
- On-the-job training with local employers;
- Remedial education and GED course, including those that lead to regular high school diplomas;
- A YouthBuild construction training program;
- A Youth Conservation Corps;
- A work/study program started by the local community college;
- Offering incentives to youth for completing education or training;
- The Federal Bonding Program to cover job applicants, such as youth without prior work history, who employers may otherwise consider too much of a risk to hire;
- English to Speakers of Other Language services;
- A mentoring program designed to build relationships between youth placed in work experiences and local employers;
- Comprehensive guidance and counseling; and
- Supportive services, including childcare.

In-School Youth Component

The in-school youth component will consist of case managers stationed at high schools serving students from the target area. Case managers must emphasize both dropout prevention and college bound efforts. New initiatives for in-school youth may include, but are not limited to, the following activities:

- The Quantum Opportunity Program in which case managers stay with the same group of youth throughout their four years of high school;
- Community in Schools or programs similar to Baltimore's Futures Program: Learning Centers Score! Educational Services, Sylvan Learning Centers, or similar providers;
- Expanded school-to-work efforts, including work-based learning opportunities for high-school youth;
- 2+2+2 programs with community colleges and four-year colleges;
- Expanded mentoring, supportive services, guidance, and counseling programs;
- Incentives to keep youth in school or to go to college.

Youth Development

Leadership development, citizenship, community service, and recreation activities are all specifically authorized in the Youth Opportunity section of the WIA legislation. DOL expects that all sites will implement extensive development activities for youth ages 14 to 21 using DOL grant funds, and that alternative funds will be used to expand such activities for children and youth under age 14 in the target community. DOL expects that all sites will:

- Place great emphasis on having youth participate in community service;
- Provide youth with a chance to be involved in program design decisions;
- Have youth sign agreements specifying the mutual responsibilities of program participants and program staff;
- Offer comprehensive sports and cultural programs, including expanded sports leagues for both males and females;
- Encourage youth to take responsibility for their own actions;
- Offer conflict resolution classes;
- Encourage youth to be good citizens, including having them register to vote and be aware of local and national issues;
- Offer youth a chance to participate in a variety of events, including camping trips, visits to college campuses, and trips to movies and cultural events.

# 6. Program Elements (cont.)

| WIA Title 1B | WIA Title 1D (YOG) | San Francisco Five Year Plan |
|---|---|---|
| All proposals should demonstrate the ability to offer one or more of the following WIA activities (not listed in priority order): Drop-out prevention;<br>• Basic skills remediation;<br>• Alternative secondary school choices;<br>• Summer employment opportunities;<br>• Paid work experience;<br>• Paid or unpaid internships;<br>• Occupational skills training (such as OJT, classroom training, customized training);<br>• Post-secondary preparation;<br>• Leadership development opportunities;<br>• Non-traditional training opportunities (for example, training for women for jobs in which women represent not more than 25% of current job holders); and/or<br>• Direct job placement services. | | |

# 7. Proposal Requirements

(Can one proposal encompass both YOG and Title IB Services?)

| WIA Title 1B | WIA Title 1D (YOG) |
|---|---|
| • Development of a comprehensive Individual Service Strategy for each youth participant, including documentation of assessment of work readiness, skills/ aptitudes/interests, related training and personal development path, and follow-up/retention plan;<br>• Intensive case management and one-to-one counseling/intervention by qualified youth development professionals;<br>• Involvement of youth in enrichment activities including leadership. (Not all youth will be required to participate in all of these enrichment services; however, a proposal must demonstrate, as part of its design, the integration of these services for those youth who may require them.);<br>• Comprehensive follow-up services for one year (WIA Title 1B), two years for WIA Title 1D - YOG, including access to supportive services, guidance counseling, and/or referral to additional services; and<br>• Define "youth credential". What is a recognized credential relating to achievement of educational or occupational or occupational skills for individuals who enter employment? What is the attainment of basic skills and, as appropriate, work readiness or occupational skills? | |

# 8.Youth To Be Served

| WIA Title 1B | WIA Title 1D (YOG) |
|---|---|
| • A complete list of target groups in the San Francisco Plan also includes computer illiterate youth, those in single parent home or unstable family environment, persons with a lack of labor force attachment, and those with a past inability to achieve a living wage. | **See "5.Eligibility"** |

# 9. Selection Criteria
(see attachment 9.a.)

| | CRITERIA | POINTS |
|---|---|---|
| A. | **Program Description**<br>Description of activities to be performed, and likelihood that the project will succeed in meeting the intent of the Act. | 40 |
| B. | **Organization and Coordination**<br>Proposed organization of the project, and linkages with employers, institutions, and other agencies in the youth service system. | 30 |
| C. | **Experience with Special Populations**<br>Proof of prior experience in workforce development with special groups, and past performance in serving persons with multiple barriers. | 20 |
| D. | **Administration and Financial Management**<br>Prior experience and track record in managing youth service programs, and overall completeness of proposal. | 10 |

**TOTAL POINTS 100**

**A.** Program Description, which may include, if applicable (see pp. 31-34 of local Strategic Plan):

- Quality of proposal's description of recruitment, screening, referral; capacity to conduct assessments of skills, needs, and work readiness which will assist in identifying objectives; individualized service strategy; alignment between program focus and the needs expressed by employers for basic work skills; curricula of job training and labor market demand; case management and support systems; mentoring and tutoring; education-rich, work-based learning experiences; opportunities to develop leadership skills; job placement activities; follow-up plan and action strategy.

- Likelihood that the project will succeed in improving educational achievement, preparing for and succeeding in employment, providing comprehensive supportive services for youth, developing of the potential of youth as citizens and leaders.

**B.** Organization and Coordination, which may include, if applicable:

- Appropriateness of proposed organization chart to the project described; staffing qualifications and development plan; corporate status, officers, and business advisory groups; self-evaluation and continuous improvement systems;
- Existing and planned linkages and coordination, including collaboration with and support from employers, employer intermediaries, and employee and trade organizations; partners and other agencies in the One Stop system; public and private youth providers and institutions, including but not limited to public secondary and post-secondary schools, school-to-career activities, regional occupation centers, juvenile justice agencies, public assistance agencies, foundations, faith-based organizations; plans for use of connecting or leverage funding, including matching or in-kind contributions, or other sources.

**C.** Experience with Special Populations, which may include:

- Experience in serving San Francisco youth; proof of prior experience working with disadvantaged, special populations, and diverse demographic youth groups, including those involved in the criminal justice system; proof of prior experience operating education, training, and employment programs for youth;
- Characteristics of the youth to be served; overall past performance in serving persons with multiple barriers (PIC records or those of other city agencies or SDAs).

**D.** Administration and Financial Management, which may include, if applicable:

- Experience in managing and administering public or private grants or contracts; track record of past financial management, accuracy and timeliness in invoicing; track record of past administrative competence, accuracy and timeliness in reporting
- Quality of project budget preparation, internal consistency, and appropriateness to project; submission of complete financial proposal, including documents for proof of incorporation, allocation of costs, audit, bonding, insurance, MOUs, etc.

Among equals: If two similar proposals receive equal scores, an additional five-point criteria will be employed as a tie-breaker. This additional criteria will be Cost or Rate per Positive Outcome (i.e., cost per participant served or placed, or project's proposed rate of positive outcomes).

The RFP will emphasize to proponents the importance of attending public hearings conducted by the Youth Council in preparation for its recommendations to the Mayor and PIC/WIB. Appeals by proponents will be heard and acted upon only at the Youth Council's public hearing(s). The burden of communications is on the proponent.

Substantial points in the evaluation criteria will be given for leveraging other funds. Each proponent will be expected to attest to its method of coordination and linkage with the following (for example) system initiatives and activities.

- One Stop San Francisco and its Access Points
- Youth Opportunity Grant (YOG) activities in Enterprise Communities
- Mayor's Youth Employment and Education Program (MYEEP)
- Jobs For Youth (JFY)
- San Francisco School To Work Partnership (STW)
- Summer Training and Education Program (STEP)
- YouthWorks
- First Source Hiring
- YouthBuild
- Job Corps Treasure Island
- San Francisco Conservation Corps, San Francisco League of Urban Gardeners (SLUG)
- Others to be identified by the proponent

# 10. RFQ Elements

Youth Services Eligible Providers List -- Request for Qualifications (RFQ)

The State of California is establishing a Youth Services Eligible Providers List (YSEPL) that includes and augments the WIA Eligible Training Provider List (ETPL). Respondents are encouraged to apply and if they meet the minimum requirements under this RFQ will be added to the ETPL and YSEPL lists. Program designs under this RFQ are not limited to the Program Categories outlined in the November 2001Youth Services RFP. However, they must comply with the Design Elements and Program Elements of the RFP. Participants will be enrolled in programs on the Youth Services Eligible Providers List on an "Individual Referral" (IR) basis. PIC staff, including staff implementing the Youth Opportunity Grant, will make referrals. The PIC will provide assistance in program selection and prepare IR subcontracts. Respondents to this RFP are also encouraged to submit their programs under the RFQ. Programs funded under the RFP that are also on the Youth Services Eligible Providers List may also receive Individual Referrals to their program, once their RFP program goals are met.

Projected Costs and Payments

The proposed agreements being sought in the RFP section of this solicitation are "Cost Reimbursement" subcontracts with a predetermined program scale and performance criteria. The proposed agreements being sought in the RFQ section of this solicitation are "Cost Per Person" subcontracts on an Individual Referral basis. In the forms attached to this solicitation, proponents should project the costs they anticipate would be incurred as carefully as possible.

Program Outcomes

The following are the basic program outcomes for all subcontracts being solicited in this RFP and RFQ. **[Council Members: "Program Outcomes" are the objective measures of Proposal Requirements (See page 12 of worksheets). Included, in italics below, as an example are the Program Outcomes for the recent Welfare to Work RFQ]**

- *For programs offering certificated occupational skills training, 70% of participants will achieve a passing score on exit exams.*
- *A 60% placement rate into unsubsidized employment of participants who were not employed at the start of the program.*
- *Initially claimed placement in unsubsidized employment at no fewer than 20 hours per week and at no less than $6.75 per hour. Placements are encouraged at the minimum Compensation Ordinance (MCO) rate at $9:00 per hour.*
- *Retention in that or in subsequent unsubsidized employment, which is considered to be more "self sufficient" at, specified periods of time thereafter.*
- *For currently employed participants receiving career advancement services, 80% retain employment after 9 months, 80% increase their earnings, increase average earnings by 20%, 20% increase in receipt of employer sponsored health insurance, 50% achieve skills enhancement objectives.*
- *For legal services, positive resolution for 65% of participants who obtain legal services.*

*The PIC reserves the right to propose, add or revise the performance criteria for individual subcontracts during negotiations as needed to reflect the objectives of particular program models.*

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# Workforce Investment San Francisco
# Youth Council
# 2002 Meeting Dates

**Thursday, January 31, 2002**
3:00 p.m. – 6:00 p.m.

♦

**Thursday, February 28, 2002 (cancelled)**
4:30 p.m. – 6:30 p.m.

♦

**Thursday, March 28, 2002**
4:30 p.m. – 6:30 p.m.

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♦

**Thursday, April 25, 2002 (cancelled)**
4:30 p.m. – 6:30 p.m.

♦

**Thursday, May 23, 2002**
4:30 p.m. – 6:30 p.m.

♦

**Thursday, June 27, 2002**
4:30 p.m. – 6:30 p.m.

Rev. 4/22/02

**Thursday, July 25, 2002**
4:30 p.m. – 6:30 p.m.

♦

**Thursday, August 22, 2002**
4:30 p.m. – 6:30 p.m.

♦

**Thursday, September 26, 2002**
4:30 p.m. – 6:30 p.m.

♦

**Thursday, October 24, 2002**
4:30 p.m. – 6:30 p.m.

♦

**Thursday, December 26, 2002 ***
4:30 p.m. – 6:30 p.m.

## Location for the above dates:

# Community College District Office
# 33 Gough Street
# Auditorium

*To be changed

Rev. 4/22/02

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING
## OF THE
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD
## YOUTH COUNCIL

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**Date:** Thursday, March 28, 2002

**Time:** 4:30 P.M. – 6:30 P.M.

**Location:** Community College District Office
Auditorium
33 Gough Street
San Francisco CA 94103

**PROPOSED AGENDA APPEARS ON THE REVERSE SIDE**

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

If you require special accommodations due to a disability, contact Roberta Fazande at least 72 hours in advance at 415/923-4265, TDD 800/735-2929 (CRS) or rfazande@picsf.org.

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE
### (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator
Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
415-554-7724 Fax: 415-554-5163
E-mail: donna_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at *www.ci.sf.ca.us/infoctr/sunshine/index.htm*

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

**Issued: Thursday, March 21, 2002**

*745 Franklin Street, Suite 200 • San Francisco, CA 94102-3228*
*Telephone 415.923.4003 • Fax 415.923-6966*
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*1650 Mission Street, Suite 300 • San Francisco, CA 94103-2490*
*Telephone 415.431.8700 • Fax 415.431-8702*
*TDD 800.735.2929 (CRS)*

## Proposed Agenda

1. Adoption of the Agenda *(Action Item)*

2. Adoption of Minutes for the Meeting on October 18, 2001 *(Action Item)**

3. Adoption of Minutes for the Meeting on January 31, 2002 *(Action Item)***

4. Public Testimony on Agenda Items *(Discussion Item)*

5. Youth Employment Resources Mapping Project Update *(Discussion Item)*

6. Presentation from School to Career Partnership *(Discussion Item)**

7. Youth Council Membership *(Discussion Item)*
   a. Membership Requirements and Appointment Process
   b. Youth Leadership Institute Training
   c. Representation from:
      - California Department of Rehabilitation
      - San Francisco Department of Children, Youth and Their Families (DCYF)
      - San Francisco Youth Commission
      - School to Career Partnership
      - Women in Community Service
      - Youth Build

8. Staff Recommendation for Continuous Request for Qualifications for Youth Vendor Solicitation *(Action Item)***

9. Chair's Report *(Discussion Item)*

10. Public Testimony on Non-Agenda Items *(Discussion Item)*

11. Future Agenda Items *(Discussion Item)*
    a. Jobs for Youth
    b. YO!SF Sustainability
    c. Approval of Local Youth Credential

12. Adjournment *(Action Item)*

**Information enclosed.*
***Information to be sent.*

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**San Francisco School-to-Career Partnership**
**Executive Summary 12/01**

**Mission**

School-to-Career is an approach to education that integrates academic studies with real-world applications and work-based learning, with the goal that students are better prepared for college, careers and life. In 1997, the San Francisco School-to-Career Partnership ("the Partnership") was founded to create a sustainable School-to-Career education system in San Francisco by the San Francisco Unified School District (SFUSD), the San Francisco Chamber of Commerce, City College of San Francisco and the San Francisco Mayor's Office. Since then, this collaborative effort has expanded to include the Private Industry Council, the San Francisco State University, the San Francisco Labor Council, United Educators of San Francisco and the San Francisco Department of Children, Youth and Their Families. The Partnership now exists as an independent entity - the Every Child Can Learn Foundation acts as fiscal sponsor and each of the stakeholders maintain equal representation through the Partnership's Steering Committee.

**Program**

**The Partnership seeks to create a sustainable K-16 School-to-Career (STC) system that will improve the educational and career outcomes for San Francisco students.** The STC system is built around six "pathways" which reflect growth sectors of the San Francisco economy: Architecture, Construction and Engineering (ACE); Business and Finance; Education; Health and Sciences; Information Technology and Multimedia (IT) and Law. A Pathway Advisory Board comprised of employers, labor organizations, educators, parents, students, community-based agencies, and representatives from all SFSTCP stakeholders leads each pathway.

In 1999 the Partnership launched a School-to-Career/Enterprise Zone initiative, "Mission Accomplish" (MA) with programming in Mission and O'Connell, Phoenix and RAP alternative high schools. An integral part of the Partnership, Mission Accomplish was established to discover what works and what does not work to re-engage, motivate and improve the achievement of youth at risk ("at risk" here defined as: GPA below 2.0, attendance below 80%, behind in credits, and a record of disciplinary issues). Through MA students receive additional support to stay in school and to succeed in School-to-Career programs. Mission Accomplish will serve as a national model for School-to-Career programming in low-income neighborhoods.

**Pathway Development**

The STC system is built around six pathways. As pathways are developed at school sites, students gain the opportunity to enroll in a pathway, that is, to partake in a connected series of industry-oriented elective and core courses, school-based career exploration, and work-based learning activities. (A school may be involved in one or more pathways, not necessarily at the same level of development). Pathway boards together with Pathway Coordinators work to develop pathway offerings: industry-standard driven courses; concurrent enrollment options for earning credits towards a college degree; career speakers and career fairs for career exploration; and job shadows, career coaching and a paid summer internship program for work-based learning. Employers and educators collaborate to develop curriculum that reflects industry requirements and support pathway teachers' professional development. Educators from secondary and post-secondary schools collaborate to connect learning at the middle, high school and post-secondary levels. Local employers help to generate high quality mentors and internship opportunities.

Currently, the Partnership is working to develop pathways in 8 SFUSD high schools: 6 at an advanced level (Balboa, Burton, Lincoln, Mission, O'Connell and Wallenberg), and 2 at a medium level (Galileo, McAteer).

**The Six Pathways**

- The Architecture, Construction and Engineering (ACE) Pathway was developed to introduce students to the range of professions connected to San Francisco's building boom and link these with educational curriculum. The ACE Pathway Board consists of construction managers, engineers, architects and trade people, union officials and apprenticeship coordinators from different trades, and teachers from SFUSD and SF City College. The pathway hopes to expose students and teachers to a full range of experiences to understand the industry and link it to meaningful educational models. This is done through site tours, mentoring, job shadowing and both internships and externships. To date the primary focus has been on O'Connell High School. Discussions are currently underway to establish the ACE Pathway at Galileo High School.

- The Business and Finance pathway was originally established at Lincoln, Burton and Mission in the form of National Academy Foundation (NAF) Academies. NAF is a nationally recognized pathway program that prescribes adherence to a set of established guidelines and curricula. As NAF "academies" these are small learning communities in which students are fully enrolled in pathway-integrated core and elective classes for their 11th and 12th grade year, and participate in paid summer internships. The pathway board includes representatives from the Office of the Comptroller of the Currency, CitiGroup, and some of the nation's largest financial institutions. The board supports the career coaching program, summer teacher externships and annual attendance to the NAF professional development conference for pathway teachers and Partnership staff.

- The Education Pathway was developed to address the impending shortage of qualified teachers by encouraging and preparing ethnically diverse high school students for careers in education. This pathway will be implemented in 2001-2002 as Teacher Academies (small, career-focused learning communities within schools) at two schools (Wallenberg and Lincoln). The pathway board includes principals and teachers from participating schools, representatives from higher education partners, and several community organizations. In addition to coursework students will participate in education internships and teacher's clubs. Students will also have the option of taking higher education coursework through City College and San Francisco State.

- The Health and Science pathway was established to address the critical shortage of health and science professionals in San Francisco. The pathway is established in Lincoln (Biotech), Mission (Health Academy and Health Clinic), O'Connell (Biotech) and Balboa. Balboa's Science Department Chair serves on the advisory board, and through a federal grant, is working to align middle school curriculum, high school and post-secondary work. Additionally, the pathway board includes representatives from City College, SF State University, UCSF and the SF Hospital Council. The board seeks to be connected in high school health and science activities region-wide, including development of a teacher networking fair and participation in the annual San Francisco Health Expo.

- The Information Technology/Multimedia Pathway was established to provide quality education in computer technology to students. The pathway is established at Mission and O'Connell and seeks to expand to Balboa High School. The advisory board enjoys representation of 20 IT companies and community-based organizations. The board supports the career coaching program, teacher professional development opportunities and curriculum development within the school district. This summer the IT/Multimedia board hosted two summer institutes for IT instructors. In these institutes, teachers developed interactive classroom projects using a variety of software and mediums, were trained to use software, and were given copies of software as well as curriculum

materials for a full-year course. Teachers were also given the opportunity to tour local tech companies.

- The Law pathway was established with the intention of diversifying the field of law through offering opportunities to urban youth. The pathway is fully developed at Mission and Balboa and enjoys the full support of the Bar Association of SF (BASF), including administrative support through several BASF employees. Students take a pre-law class (11th grade) as well as integrated English (10th, 11th, Mission; 10th Balboa) and Social Studies classes (10th, 11th Mission). Students complete an internship between their 11th and 12th grade years, and in their 12th grade year students may opt for concurrent enrollment in the Administration of Justice course at City College.

**Lessons Learned**

High level involvement in a pathway requires a commitment on the part of the Principal, dedicated pathway course offerings, common planning time for teachers, longer class periods ("blocked" periods), and dedicated program staff or teacher hours to coordinate extracurricular pathway programs. Pathway support also requires flexibility in the master calendar as well as accommodation for teachers to spend time in professional development activities. Pathways are most successful at school sites that adopt a school-wide pathway model, as opposed to offering less integrated elective courses. In return for in-kind investment in the pathway system, schools gain access to: teacher, principal and/or student participation on the pathway board; access to opportunities generated by these boards and the Partnership staff; and the option to apply for concurrent enrollment at the Partnership's higher education partners University of California, SF State and City College.

**Challenges**

Establishment of a sustainable city-wide system requires the consistent and well-defined effort of all partners as well as candid recognition of the natural tension that exists between their interests. The effort to build San Francisco's School-to-Career system has been difficult to coordinate based on several factors. Transitions at the leadership level of the school district have significantly effected the Partnership's ability to impact top-down school reform or even program implementation. As STC was not institutionalized at higher levels of district administration, differences in the priorities of school principals and teachers created uneven development of STC at individual school sites. As a result of this localized implementation, school site staff changeovers significantly impeded the progress of pathway development - once a teacher or principal in support of STC left the school, STC implementation potentially came to a halt. The Partnership itself has experienced similar roadblocks including several transitions at the leadership level and staff turnover. However, despite challenges, the Partnership and its stakeholders uphold their commitment to build a successful and sustainable system.

**Going Forward**

With state funding being directed toward other activities, the Partnership is working on designing a sustainability plan for STC activities in San Francisco. This plan urges greater participation from all educational partners, especially the SF Unified School District, given the focus of the work to date. In addition the plan advises a strong focus on systems building for the Partnership. The plan outlines:
- The continuation of strategic support to pathway classrooms and classrooms covered by the Mission Accomplish program.
-Increased responsibilities on the part of the school district to implement STC strategies district-wide and to allocate necessary resources,
- The establishment of the Partnership as an intermediary to connect work and learning for young people.

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING
## OF THE
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD
## YOUTH COUNCIL

**Date:** Monday, June 3, 2002

**Time:** 4:30 P.M. – 6:30 P.M.

**Location:** Community College District Office
Auditorium
33 Gough Street
San Francisco CA 94103

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Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
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**Issued: Tuesday, May 28, 2002**

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## Proposed Agenda

1. Adoption of the Agenda *(Action Item)*

2. Adoption of Minutes for the Meetings on October 18, 2001, January 31, 2002, and March 28, 2002 *(Action Item)**

3. Public Testimony on Agenda Items *(Discussion Item)*

4. Staff Recommendation for PY 02–03 Workforce Investment Act Title IB (Formula Funds) Youth Subcontractors *(Action Item)**

5. Staff Recommendation for Continuation of Youth Opportunity Grant Site Service Subcontractors *(Action Item)**

6. Staff Recommendation for Continuous Request for Qualifications for Youth Vendor Solicitation and Approval of Supplemental Vendor List *(Action Item)**

7. Staff Recommendation for Approval of Local Youth Credential *(Action Item)**

8. Chair's Report *(Discussion Item)*

9. Public Testimony on Non-Agenda Items *(Discussion Item)*

10. Future Agenda Items *(Discussion Item)*
    a. YO!SF Progress Report
    b. Location of Next Youth Council Meeting

11. Adjournment *(Action Item)*

**The May 23, 2002 Youth Council Meeting was cancelled due to lack of quorum. Agenda items and materials are the same as the materials that were published on May 15, 2002. The materials can be viewed at and download from the PIC's website at www.picsf.org.*

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## REVISED NOTICE OF A PUBLIC MEETING
## OF THE
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD
## YOUTH COUNCIL

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**Date:** Monday, June 3, 2002
**Time:** 9:00 A.M. to 11:00 A.M.
**Location:** Community College District Office
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33 Gough Street
San Francisco CA 94103

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**Issued: Thursday, May 30, 2002**

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

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| | |
|---|---|
| **Date:** | Thursday, June 27, 2002 |
| **Time:** | 4:30 p.m. – 6:30 p.m. |
| **Location:** | Department of Human Services<br>Born Auditorium<br>170 Otis Street<br>San Francisco CA 94103 |

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**Issued: Thursday, June 20, 2002**

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**PROPOSED AGENDA**
**EMPLOYER SERVICES COMMITTEE OF THE WISF BOARD**
**THURSDAY, JUNE 27, 2002**

1. Adoption of the Agenda (Action Item)
2. Adoption of Youth Council Minutes from the meeting held on June 3, 2002 (Action Item)*
3. Public Testimony on Agenda Items (Discussion Item)
4. Staff Recommendation for Continuous Request for Qualifications for Youth Vendor Solicitation and Approval of Supplemental Vendor List (Action Item)
5. Staff Recommendation for PY 02–03 Workforce Investment Act Title IB (Formula Funds) Youth Subcontractors (Action Item)
6. Chair's Report (Discussion Item)
7. Public Testimony on Non-Agenda Items (Discussion Item)
8. Future Agenda Items (Discussion Item)
   A. YO!SF Progress Report
   B. Location of Next Youth Council Meeting
9. Adjournment (Action Item)

* Information to be sent at a later date.

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**MEMORANDUM**

**TO:** YOUTH COUNCIL MEMBERS **DATE:** June 27, 2002

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** CONTINUOUS REQUEST FOR QUALIFICATIONS FOR YOUTH VENDOR SOLICITATION (AGENDA ITEM 4)

## BACKGROUND

On November 15, 2001 the Youth Council approved the program design elements, evaluation criteria and schedule for a combined Request for Proposals (RFP) and Request for Qualifications (RFQ) solicitation. On December 14, 2001 the Executive Committee, on behalf of the Workforce Investment Board, ratified the Youth Council's action and on December 17, 2001 staff issued the RFP and RFQ. The RFP process resulted in the selection of 33 subcontractors for Youth Opportunity Grant (WIA Title ID) funded cost reimbursement subcontracts totaling $3,016,168. The RFQ process resulted in the approval of 22 vendors for individual referrals at various single unit prices. Both the RFP and RFQ included due dates of January 10, 2002.

## DISCUSSION

Unlike the RFQ solicitation, the RFP is a process for the award of a specific amount of funds for a prescribed service and service level and therefore requires proposals to be received at the same time and reviewed and scored together

The use of an individual referral approach for securing youth services allows Youth Opportunity San Francisco (YO!SF) staff to obtain services based on individual client need in the quantity that a particular service is needed. The RFQ process described above asked organizations to submit Statements of Qualifications. Each statement was reviewed, and if competitive and eligible to receive federal funds and provide the service(s) described, was recommended for placement on a vendors list.

A continuous RFQ process without a due date, however will allow the greatest range of vendors to apply. Since it is in the interest of the Private Industry Council of San Francisco to maintain the most current and diverse vendor lost, and since the RFQ issued on December 14, 2001 contained a due date, staff determined that another RFQ must be issued for PIC to continue to receive and review Statements of Qualifications and recommend competitive and qualified vendors for placement on the vendor's list.

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## RECOMMENDATION

PIC Staff is authorized to issue an RFQ containing the same design elements, program requirements, and selection criteria as the RFQ issued on December 14, 2001 without a due date to constitute a continuous solicitation of Statements of Qualifications for review and recommendation for placement on the youth vendors list.

In addition, the vendors appearing on Table II shall be added to the YOG vendor's list having submitted competitive vendor applications since the January 10, 2002 date.

Attachments

**Table II**
**PIC STAFF RECOMMENDATIONS**
**WORKFORCE INVESTMENT ACT (WIA)**
**TITLE 1D YOUTH OPPORTUNITY GRANT (YOG)**
**INDIVIDUAL REFERRAL VENDOR LIST**

| # | Proponent | Proposed Activity | Unit Price | Approved Yes | Approved No |
|---|---|---|---|---|---|
| 114 | Skills Academy | Life, Academic, Computer Skills/Sports & Recreation | $624.00 | X | |
| 115 | Family Restoration House | Life Skills/JRT | $5,874.78 | X | |
| 116 | Family Restoration House | Responsible Fatherhood/Life Skills/JRT | $5,874.78 | X | |
| 117 | Family Restoration House | Career Exploration/Life Skills | $5,874.78 | X | |
| 118 | Girls After School Academy | Career Exploration/JRT/Academic Counseling | $800.00/month | X. | |
| 119 | OK Alliance, Inc. | Voc. Training/Cosmotology | $5,850.00 | X | |
| 120 | Holliday Foundation | Voc. Training/Arts & Entertainment | $6,223.00 | X | |
| 121 | Tides Center/Infusion-One | College Prep./Leadership Development | $6,700.00 | X | |
| 122 | Trauma Foundation | Leadership Development/Community Service | $6,800.00 | X | |
| 123 | Larkin Street Youth Center | Shelter for Homeless Youth/Comprehensive Supportive Services | $60 per/night | X | |
| 124 | Bayview Barber College | OCT/Barbering | $11,423.75 | | X |
| 125 | Youth Treatment & Ed Court | Comprehensive for offenders | $6,250.00 | X | |
| 126 | Environmental Traveling Companions | Sports/Recreation | $220.00 | X | |
| 127 | SF League of Urban Gardeners | Year Around & Summer Internship Program | $5,177.04 | X | |
| 128 | CA Assoc. for Health, Ed, Employment | Career Exploration/Leadership/Community Service | $2,500.00 | X | |
| 129 | Young Scholars Program | College Prep./Leadership Development | $3,000.00 | X | |
| 130 | Bayview Barber College/SF Housing Auth | Entrepreneurial for Barbering & Cosmetology | $5,200.00 | X | |
| 131 | Bayview Barber College | Vocational Education for Barbering & Cosmetology | $4,915.00 | X | |
| 132 | SF LEARNS | Leadership Development/Community Service/Internships | $1,100 | X | |
| 133 | SF League of Urban Gardeners | Consortium for Comprehensive Services | $6,296.00 | X | |
| 134 | Asian Neighborhood Design | Voc. Ed. Carpentry/Life Skills/Remedial Ed | $5,200.00 | X | |
| 135 | SFMCOIP-South of Market Health Ctr. | Self-Esteem, Health & Nutrition/Stpend | $5,000 | X | |
| 136 | Erudite Community School | Vocational Education for Admin. Asst./JRT | $3,360.00 | X | |

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**MEMORANDUM**

**TO:** YOUTH COUNCIL MEMBERS **DATE:** JUNE 27, 2002

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** RECOMMENDATIONS FOR WIA TITLE IB YOUTH SERVICE SUBCONTRACTORS FOR PROGRAM YEAR 02-03 (AGENDA ITEM 5)

On June 2, 2002 the Youth Council held a special but properly noticed meeting to consider several items, among them staff recommendations for WIA Title IB youth service subcontractors. While the meeting reached and maintained a quorum, the Youth Council did not accept staff recommendations. Those recommendations were the result of the youth services solicitation methodology and proposal review process outlined below. Actual dollar recommendations were based on a formula that considered proposal score, cost effectiveness, and for current WIA IB subcontractors, performance recorded in the PIC information systems as of March 31, 2002. It was this award methodology the Youth Council did not accept.

The Youth Council instead asked staff to prepare recommendations that consider special targeted populations, location, leveraged funds, and economy of scale in addition to the proposal score, cost effectiveness and past performance considered in staff recommendations. Staff was also directed to provide additional performance information on existing youth subcontractors and information on proponents from the May 2000 WIA youth services solicitation. Staff met with the Youth Council Chair on June 17, 2002 to develop a specific methodology for arriving at numerical funding levels. New youth subcontractors funding recommendations and the methodology incorporating Youth Council direction to arrive at those recommendations are detailed in the recommendations section below.

## BACKGROUND

On January 16, 2002 the Workforce Investment San Francisco (WISF) Board ratified the November 15, 2001 Youth Council action to adopt the youth services solicitation design elements, program elements, selection criteria and calendar of events for Workforce Investment Act (WIA) Title IB and ID funds and any other funds the WISF Board allocates to youth activities. On December 14, 2001, the PIC issued a combined Request for Proposals (RFP) / Request for Qualifications (RFQ). The solicitation covers a period up to three years beginning with the execution of the first agreement resulting from the solicitation.

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SOLICITATION METHODOLOGY

Request for Proposals (RFP)
Required a detailed program description and budget to serve an identified number of youth. A selected proposal will result in a cost reimbursement subcontract.

Request for Qualifications (RFQ)
Required a service description and unit price to serve PIC referred youth on an individual basis. Qualifying applications will result in placement on a vendor list.

SOLICITATION RESPONSE

| | |
|---|---|
| Request for Proposal (RFP) | 30 proposals |
| | 24 proponents |
| Total amount requested | $8,774,768 |

Refer to Table I for a list of all proposals received.

REVIEW PROCESS FOR PROPOSALS

Three to five reviewers scored each proposed applications according to the selection criteria and weights adopted by the Youth Council. The review team met to aggregate proposal scores, averages were calculated for each criterion, and a sum of the averages was determined. Next, proposals were sorted by program, service or activity. Those applications that described a comprehensive, stand-alone program meeting all of the WIA Title IB requirements were grouped and appear in Table I.

Given the limited amount of funds available, only proposals with scores above 85 were considered for funding. Those proposals were awarded one point for each number the proposal scored above 85. That number was adjusted by the deviation from the average cost per participant served for the proposals considered. Finally, performance of current WIA IB youth contractors considered and points awarded or subtracted. Recommended funding levels are based on this weighting methodology with a percentage of available funds assigned to each proposal with positive points.

Every effort was made to maximize the return on the dollar amount recommended based on the quality of the program as described in the proposal, past or current performance, and the cost per youth served. This complex selection process did not always result in the recommendation of the highest scoring proposal.

**STRATEGIC CONSIDERATIONS**

The WIA requires that a minimum of 30% of WIA youth dollars be directed to out of school youth. The recommendations achieve a 66.78% allocation to subcontractors serving out of school youth. In addition, unlike WIA Title ID (YOG) funds, WIA IB has no enterprise community residency requirement, but does have a low family income eligibility requirement. The recommendations provide for a geographic diversity and will serve many low-income areas of San Francisco.

## METHODOLOGY

In consultation with the Youth Council Chair, a framework was adopted in which gave numerical value to proposal score, cost effectiveness, leveraged funds, and performance of existing youth subcontractors in the percentages shown. The total amount available for award was then divided based on the percentage allocation.

| | | |
|---|---|---|
| Cost Effectiveness | 5% | $60,048 |
| Leveraged Funds | 5% | 60,000 |
| Proposal Score | 75% | 909,986 |
| Performance | 15% | 180,000 |
| **Total** | **100%** | **$1,210,034** |

All proponents and existing WIA IB youth contractors were examined. Consistent with Youth Council direction provided on June 2, 2002 only proposals with scored above 85 were considered for funding. Additionally, an On-the-Job Training program proposal submitted by Arriba Juntos that did not meet all the program requirements was eliminated. Additionally, three proposals were submitted by Young Community Developers, two for in school and one for out of school youth. In that each WIA funded program is required to provide for the same program and design elements, the lowest scoring and highest cost per participant proposal from YCD was not considered for funding.

Next average cost per youth served of proposals scoring above 85 points was calculated to be $3859. For each proposal with a unit cost below the average, the difference was calculated. The sum of the differences was divided into $60,000 to determine the per dollar value of cost below the average. The sum of the differences was 5,321.

60,000/15,321 = 3.91

This result, 3.91 was multiplied by the individual proposal differences below the average cost to determine each proposal's share of the $60,000 set aside for cost effectiveness.

| Proposals w/unit cost less than 3859 | Difference | Factor | Result |
|---|---|---|---|
| 83 | 3859-867=2992 | x3.91 | 11,727 |
| 11 | 3859-2242=1617 | x3.91 | 6,338 |
| 58 | 3859-1378=2481 | x3.91 | 9,726 |
| 8 | 3859-2602=1257 | x3.91 | 4,926 |
| 100 | 3859-1351=2058 | x3.91 | 9,830 |
| 9 | 3859-2349=1509 | x3.91 | 5,916 |
| 106 | 3859-903=2955 | x3.91 | 11,585 |
| | | | 60,000 |

Leveraging was also assigned a weight of 5% or 60,000 according to the framework adopted. In this case, the sum of all matching funds applied to this project were summed and divided into

## RECOMMENDATION

Staff recommends that $1,210,034 of WIA Title IB (Formula) funds be committed to the specific subcontractors as indicated in Table I for Program Year 02-03. This recommendation is contingent on the continuing availability of WIA Title IB youth funds in an amount necessary to meet current and future needs and obligations.

In the opinion of the reviewers, the proposals recommended for funding are responsive to the needs of eligible youth and present a sound strategy for meeting WIA program goals.

Attachment

Table I

# PIC STAFF RECOMMENDATIONS
## WIA TITLE 1B YOUTH PROGRAMS
### July 1, 2002 to June 30, 2003

| # | Proponent | Requested Amount | Prop. Svc. Level | Cost Per Participant | Cost Avg. $3859 | Total Alloted Via Cost Averaging: = 3.92 | Leveraging/Matching Funds | Leveraged Averaging | Total Alloted Via Leveraged Averaging | Points | Point Avg. | Total Alloted Via Point Avg. $11,818 | Past Performance | Total Alloted for Past Performance | Rec. Amount | Svc Level Based on $/Cost Per Part. | I&O/OS | OS | IS | Target Population | Neighborhood |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 99 | Jewish Vocational Service | $206,785 | 50 | $4,135.70 | $276.70 | $0 | $347,826 | 0.14468 | $8,681 | 96 | 11 | $129,998 | 0.00 | $0 | $138,679 | 34 | I&O | $55,472 | $83,207 | Disabled | Citywide |
| 83 | Larkin Street Youth Services | $216,851 | 250 | $867.40 | $2,991.60 | $11,727 | $515,278 | 0.21434 | $12,860 | 94 | 9 | $106,362 | 0.00 | $0 | $130,949 | 151 | OS | $130,949 | $0 | Homeless | Polk Gulch, Tenderloin, SOMA |
| 36 | Young Community Developers | $70,432 | 15 | $4,695.47 | $836.47 | $0 | $25,000 | 0.01040 | $624 | 93 | 8 | $94,544 | 0.00 | $0 | $95,168 | 20 | IS | $0 | $95,168 | Multiple Barriers | BVHP |
| 78 | Youth Treatment & Ed. Court | $349,993 | 60 | $5,833.22 | $1,974.22 | $0 | $585,037 | 0.24336 | $14,601 | 92 | 7 | $82,726 | 0.00 | $0 | $97,327 | 17 | OS | $97,327 | | Offenders | Citywide |
| 11 | Step School-to-Career | $500,000 | 223 | $2,242.15 | $1,616.85 | $6,338 | $14,415 | 0.00600 | $360 | 91 | 6 | $70,908 | 4.00 | $48,000 | $125,606 | 56 | IS | $0 | $125,606 | Multiple Barriers | Citywide |
| 52 | Young Community Developers | $899,200 | 160 | $5,620.00 | $1,761.00 | $0 | $180,000 | 0.07487 | $4,492 | 91 | 6 | $70,908 | 0.00 | $0 | $75,400 | 13 | OS | $75,400 | $0 | Multiple Barriers | BVHP |
| 108 | Asian Neighborhood Design | $429,948 | 40 | $10,748.70 | $6,889.70 | $0 | $35,700 | 0.01485 | $891 | 91 | 6 | $70,908 | 4.00 | $48,000 | $119,799 | 11 | OS | $119,799 | $0 | HSDO/SA/Offenders | Tenderloin & EC |
| 54 | Young Community Developers | $317,934 | 50 | $6,358.68 | $0.00 | $0 | $0 | 0.00000 | $0 | 90 | 0 | $0 | 0.00 | $0 | $0 | 0 | IS | $0 | $0 | Multiple Barriers | BVHP |
| 58 | Queer Youth Training Collaborative | $206,700 | 150 | $1,378.00 | $2,481.00 | $9,726 | $300,000 | 0.12479 | $7,487 | 90 | 5 | $59,090 | 0.00 | $0 | $76,303 | 55 | OS | $76,303 | $0 | LGBTQ-FC/JJS/SA/Hmlss | Citywide |
| 89 | Golden Gate Community, Inc. | $517,123 | 100 | $5,171.23 | $1,312.23 | $0 | $88,886 | 0.03697 | $2,218 | 90 | 5 | $59,090 | 0.00 | $0 | $61,308 | 12 | OS | $61,308 | $0 | Homeless/Offender/SA | Citywide |
| 8 | Horizons Unlimited of S.F. | $390,343 | 150 | $2,602.29 | $1,256.71 | $4,926 | $0 | 0.00000 | $0 | 89 | 4 | $47,272 | 0.00 | $0 | $52,198 | 20 | I&O | $26,099 | $26,099 | Gang Affiliation/SA | Mission |
| 100 | Youth Chance High School | $148,647 | 110 | $1,351.34 | $2,507.66 | $9,830 | $50,000 | 0.02080 | $1,248 | 89 | 4 | $47,272 | 0.00 | $0 | $58,350 | 43 | OS | $58,350 | $0 | HSDO/Offenders/Hmlss | Citywide |
| 9 | Mission Lang. & Voc. School | $281,974 | 120 | $2,349.78 | $1,509.22 | $5,916 | $27,000 | 0.01123 | $674 | 88 | 3 | $35,454 | 3.00 | $36,000 | $78,044 | 33 | OS | $78,044 | $0 | HSDO/Limited English | Citywide |
| 2 | The Family School | $368,276 | 60 | $6,137.93 | $2,278.93 | $0 | $0 | 0.00000 | $0 | 87 | 2 | $23,636 | 0.00 | $0 | $23,636 | 4 | OS | $23,636 | $0 | Single Parents | Citywide |
| 106 | Ingleside Neighborhood Center | $90,360 | 100 | $903.60 | $2,955.40 | $11,585 | $0 | 0.00000 | $0 | 86 | 1 | $11,818 | 0.00 | $0 | $23,403 | 26 | I&O | $11,702 | $11,702 | Offenders/Limited English | Ingleside/Lakeview/Vis Valley |
| | MISSION HIRING HALL | | | $6,136.36 | $2,277.36 | $0 | $234,900 | 0.09771 | $5,863 | | | | 4.00 | $48,000 | $53,863 | 9 | OS | $53,863 | $0 | Multiple Barriers | Citywide |
| | TOTALS: | $1,210,034 | | | | $60,048 | $2,404,042 | | $60,000 | | 77 | $909,986 | 15.00 | $180,000 | $1,210,034 | 504 | | $868,252 | $341,782 | $1,210,034 | |
| | | | | | | | | | | | | | | | | | | 71.75% | 28.25% | 100.00% | |

AOD - Alcohol or Drug
BVHP - Bayview Hunters Point
CI - Crisis Intervention
CS - Community Service
EC - Enterprise Community
FC - Foster Care
GED - General Educational Development
HSDO - High School
IS - In-School
JJS - Juvenile Justic
JRT - Job Readiness
LGBTQ - Lesbian/Ga
OS - Out-of-School
OST - Occupational Skills Training
SOMA - South of Market
SA - Substance Abuse
SAC - Substance Abuse Counseling
SAT - Standardized Achievement Test
VESL - Vocational English as a Second Language
TBN - To Be Negotiated

FINAL SERVICE LEVELS WILL BE NEGOTIATED.

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF CANCELLATION

OF THE
YOUTH COUNCIL OF THE
WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Thursday, July 25, 2002 |
| **Time:** | 4:30 p.m. – 6:30 p.m. |
| **Location:** | Auditorium<br>Community College District Office<br>33 Gough Street<br>San Francisco CA 94103 |

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**Issued: Thursday, July 18, 2002**

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## DRAFT MINUTES OF THE AUGUST 29, 2002 MEETING OF THE YOUTH COUNCIL OF THE WORKFORCE INVESTMENT SAN FRANCISCO BOARD

The meeting was held in the Born Auditorium of San Francisco Department of Human Services located at 170 Otis Street in San Francisco, California 94103.

**PRESENT:**
Elizabeth Jackson-Simpson, Vanessa Johnson, Gladys Porras, Linda Rosel, Lucy Scarbrough, Kar Yin Tham, Vivian Stern Turner, Clare Trimbur, and Dan Whooley

**ABSENT:**
Ann Cochrane, Kimberly Cousin, Natalie Lopes, Nate Mason, Dana Serleth, and Barbara Thompson

**STAFF:**
Jenny Chen, Alice Chiu, Alfredo Fajardo, Robert Schwab, and Orlando Torriente

**PUBLIC:**
Ray Balberan, Gary Banks, Laurie Belton, Roel Blanco, Tracy Brown, Donnell Clayton, Laura Congdon, Glenn Eagleson, Elizabeth Echols, Arbe Fisher, Linila Fleeton, Dawn Fuentes, Amanda Gerrie, Paul Gibson, Lesley Hooks, Angelo King, John Maver, Jennifer Olmedo, Ellouise Patton, Linda Rosel, Valentina Sedeno, Claraiver Smith, and Amani Williams

The meeting was convened at 4:45 P.M. with a quorum established.

**Motion to adopt the agenda was made by Lucy Scarbrough and seconded by Elizabeth Jackson-Simpson.**
**Ayes: Elizabeth Jackson-Simpson, Vanessa Johnson, Gladys Porras, Linda Rosel, Lucy Scarbrough, Kar Yin Tham, Vivian Stern Turner, and Clare Trimbur**
**Nays: None**
**Abstentions: None**
**Motion passed.**

**Motion to adopt the minutes from the June 3, 2002 meeting was made by Vivian Turner and seconded by Lucy Scarbrough.**
**Ayes: Elizabeth Jackson-Simpson, Vanessa Johnson, Gladys Porras, Linda Rosel, Lucy Scarbrough, Kar Yin Tham, Vivian Stern Turner, and Clare Trimbur**
**Nays: None**
**Abstentions: None**
**Motion passed.**

**Motion to adopt the minutes from the June 27, 2002 meeting was made by Gladys Porras and seconded by Vanessa Johnson.**
**Ayes: Elizabeth Jackson-Simpson, Vanessa Johnson, Gladys Porras, Linda Rosel, Lucy Scarbrough, Kar Yin Tham, Vivian Stern Turner, and Clare Trimbur**
**Nays: None**
**Abstentions: None**
**Motion passed.**

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Vice Chair Whooley asked that public testimony be taken at the time of consideration of the agenda items to which the testimony pertains. Mr. Whooley asked Members to sign the Conflict of Interest form.

Agenda 4 – Additional $ to the IR Set Aside

Robert Schwab presented an overview of the recommendations for an allocation of $1 million of Program Year 02-03 YOG funds to be added to the $980,000 in the individual referral set aside. The recommendations are attached to these minutes (Attachment A) and incorporated by reference hereinafter. They may also be viewed on the PIC's website at www.picsf.org.

*Public Testimony*

Young Community Developers (YCD)
Ellouise Patton expressed her concerns on how the funds will be divided within the community. She stated that there is a great need in Bayview Hunters Point Area and the Council should allocate a larger portion of the funds to the Bayview Hunters Point community.

YO! SF
Orlando Torriente expressed his support of the recommendations.

Elizabeth Jackson-Simpson requested a staff report on YOG funded individual referrals to include: use by Enterprise Community, age of youth, school status, as well as vendor and subcontractor utilization for the purpose of discussing criteria for the distribution of individual referral resources.

**Motion to adopt recommendations and the above mention request was made by Elizabeth Jackson-Simpson and seconded by Vanessa Johnson.**
**Ayes: Elizabeth Jackson-Simpson, Vanessa Johnson, Gladys Porras, Linda Rosel, Kar Yin Tham, and Clare Trimbur**
**Nays: None**
**Abstentions: Lucy Scarbrough, and Vivian Stern Turner**
**Motion passed.**

Agenda Item 5 – Vendor List

Mr. Schwab gave an overview of the recommendations for the addition of qualified vendors to the vendors list. The recommendations are attached to these minutes (Attachment B) and incorporated by reference hereinafter. They may also be viewed on the PIC's website at www.picsf.org.

*Public Testimony*

YO! SF
Orlando Torriente stated that referrals are made according to the youth's interest and level of commitment and urged the Council to view the vendors and programs as an investment in the youth.

**Motion to adopt staff recommendations was made by Vanessa Johnson and seconded by Elizabeth Jackson-Simpson.**
**Ayes: Elizabeth Jackson-Simpson, and Vanessa Johnson**
**Nays: None**

**Abstentions: Gladys Porras, Linda Rosel, Lucy Scarbrough, Kar Yin Tham, Vivian Stern Turner, and Clare Trimbur**
**Motion passed.**

Agenda 6 – Planning Calendar

Mr. Schwab gave an overview of the proposed calendar. The calendar is attached to these minutes (Attachment C) and incorporated by reference hereinafter. They may also be viewed on the PIC's website at www.picsf.org. Mr. Schwab noted that the proposed dates for November and December had been changed since the initial dates – Fourth Thursday of each month – falls on a holiday. The proposed dates are November 21st and December 19th.

Vice Chair Whooley asked if there were any suggestions or additions to the proposed calendar. Ms. Jackson-Simpson suggested that there be a session to discuss an appointment of youth on the Council, a YO! update, and other initiatives.

Public Testimony on Non-Agenda Items

An YCD representative announced an opening of a community center in Bayview Hunters Point and asked for YO! support.

**Motion to adjourn meeting was made by Vivian Stern Turner and seconded by Clare Trimbur.**
**Ayes: Elizabeth Jackson-Simpson, Vanessa Johnson, Gladys Porras, Linda Rosel, Lucy Scarbrough, Kar Yin Tham, Vivian Stern Turner, and Clare Trimbur**
**Nays: None**
**Abstentions: None**
**Motion passed.**

The meeting was adjourned at 6:45 P.M.

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Thursday, September 26, 2002 |
| **Time:** | 4:30 p.m. – 6:30 p.m. |
| **Location:** | Auditorium<br>Community College District Office<br>33 Gough Street<br>San Francisco CA 94103 |

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

**AGENDA APPEARS ON THE REVERSE SIDE**

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**Issued: Monday, September 23, 2002**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, SEPTEMBER 26, 2002**

1. Adoption of the Agenda (Action Item)
2. Adoption of Youth Council Minutes from the meeting held on August 29, 2002 *(Action Item)***
3. Public Testimony on Agenda Items (Action Item)
4. Adoption of Youth Council Planning Calendar (Discussion and Possible Action)*
5. Staff Report on Individual Referrals to Vendors (Discussion and Possible Action)
6. Public Testimony on Non-Agenda Items (Discussion Item)
7. Future Agenda Items (Discussion Item)
8. Adjournment (Action Item)

* Information enclosed.

** Information to be sent.

WORKFORCE INVESTMENT SAN FRANCISCO BOARD
YOUTH COUNCIL
PROGRAM YEAR 2002 – 2003
PLANNING CALENDAR
DRAFT

| ACTIVITY | DATE |
|---|---|
| Adopt Planning Calendar | August 29, 2002 |
| Brown Bag Youth Council Orientations<br>• Roles and Responsibilities of Youth Council Members<br>• Overview of Workforce Investment Act (WIA) Title IB and ID Youth Services | September and October |
| Adopt Planning Calendar | September 26, 2002 |
| Planning Retreat<br>Presentation by Youth Council Institute | October 24, 2002<br>Half Day Retreat |
| Presentation by San Francisco Unified School District<br>Presentation by Juvenile Justice<br>Presentation of DCYF Needs Assessment<br>Presentation by Coleman Advocates | November 21, 2002 |
| Open Forum for Youth Service Organizations<br>Discuss and Adopt Funding Award Process | December 19, 2002 |
| Presentation by Youth Leadership Institute<br>Open Forum for Youth | January 23, 2003 |
| Presentation of Youth Employment Resource Mapping Results | February 27, 2003 |
| Review Gap Analysis, Establish Priorities, Discuss Standards, begin Strategic Plan | March 24, 2003<br>Half Day Retreat |
| Adopt Strategic Plan and Determine Next Steps For Investment Alignment | April 24, 2003 |
| Adopt PY 03-04 Funding Recommendations | May 22, 2003 |

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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**NOTICE OF A PUBLIC MEETING**
**OF THE**
**YOUTH COUNCIL**
**WORKFORCE INVESTMENT SAN FRANCISCO BOARD**

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| | |
|---|---|
| **Date:** | Thursday, October 24, 2002 |
| **Time:** | 1:00 p.m. – 5:00 p.m. |
| **Location:** | Auditorium<br>Community College District Office<br>33 Gough Street<br>San Francisco CA 94103 |

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

**REVISED AGENDA APPEARS ON THE REVERSE SIDE**

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**Revised: Monday, October 21, 2002**

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**REVISED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, OCTOBER 24, 2002**

**YOUTH COUNCIL PLANNING RETREAT**

**1:00 – 3:00**

**YOUTH COUNCIL MEETING**

**3:00 – 5:00**

1. Adoption of the Agenda *(Action Item)*
2. Adoption of Youth Council Minutes from the meeting held on August 29, 2002 *(Action Item)*
3. Public Testimony on Agenda Items (Action Item)
4. Staff Report on Individual Referrals to Vendors (Discussion and Possible Action)
5. Approval of Additions to Supplemental Vendor List (Action Item)
6. Public Testimony on Non-Agenda Items (Discussion Item)
7. Future Agenda Items (Discussion Item)
8. Adjournment (Action Item)

PRIVATE INDUSTRY COUNCIL
*of San Francisco, Inc.*
*creating employment opportunities*

**MEMORANDUM**

**TO:** YOUTH COUNCIL **DATE:** OCTOBER 17, 2002

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** ADDITION OF QUALIFIED VENDORS TO VENDORS LIST

## BACKGROUND

On November 15, 2001 the Youth Council approved the program design elements, evaluation criteria and schedule for a combined Request for Proposals (RFP) and Request for Qualifications (RFQ) solicitation.

On December 14, 2001 the Executive Committee, on behalf of the Workforce Investment San Francisco (WISF) Board, ratified the Youth Council's action and on December 17, 2001 staff issued the RFP and RFQ.

On July 10, 2002 the WISF Executive Committee ratified the June 27, 2002 action of the Youth Council to issue a continuous solicitation of statements of qualifications containing the same design elements, program requirements, and selection criteria as the RFQ issued on December 14, 2001 without a due date.

## DISCUSSION

RFQ is a process to identify and competitively select providers of specified services for individual referral at a quoted price. The use of an individual referral approach for securing youth services allows Youth Opportunity. San Francisco (YO! SF) staff to obtain services based on individual client need in the quantity that a particular service is needed. The RFQ process described above asked organizations to submit Statements of Qualifications. Each statement is reviewed, and if competitive and eligible to receive federal funds and provide the service(s) described, is recommended for placement on a vendors list.

Since June 27, 2002, additional potential vendors have submitted Statements of Qualifications.

## RECOMMENDATION

Staff have review all Statements of Qualifications submitted to the PIC since August 29, 2002, has determined the vendors to be eligible to receive WIA Title ID Funds and recommends the vendors listed on Table I be added to the youth vendors list.

Attachment.

*745 Franklin Street, Suite 200 • San Francisco, CA 94102-3228*
*Telephone 415.923.4003 • Fax 415.923-6966*
www.picsf.org • e-mail: *411@picsf.org*

*1650 Mission Street, Suite 300 • San Francisco, CA 94103-2490*
*Telephone 415.431.8700 • Fax 415.431-8702*
TDD 800.735.2929 (CRS)

Table I

**PIC STAFF RECOMMENDATIONS**
**WORKFORCE INVESTMENT ACT (WIA)**
**TITLE 1D YOUTH OPPORTUNITY GRANT (YOG)**
**ADDITION TO THE INDIVIDUAL REFERRAL VENDOR LIST**

| # | Proponent | Proposed Activity | Unit Price | Approved |
|---|---|---|---|---|
| 155 | **Time Out Anger Management** 4918 3rd Street 822-9144 | Violence Prevention program for 601/602 offender between 14 and 21. A combination of job readiness and life skills activities that which uses the Health Realization Model and the SERA Learning Concept. Working and consulting with **Before The After**, a pioneer in using this model with domestic violence programs. | $1,800 | **YES** |
| 156 | **United Project, Inc.** 141 Steiner Street 626-5525 | Occupational Classroom Training for **Basic Sound Recording** | $6,775 | **YES** |
| 157 | **United Project, Inc. 141 Steiner Street 626-5525** | Occupational Classroom Training /**Introductory Theatre Technician Course** | $6,775 | **YES** |
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| 159 | **Brava! For Women in the Arts** 2781 24th Street 641-7657 | **OFF-SITE SERVICES** - Occupational training for youth 14-21 for entry-level jobs in technical arts. Twelve-week, 100-hour program taught by theater professionals. Occupational titles include sound and lighting technicians, stage managers, designers, box office and house management personnel, security, publicity and administration. After completion of training, each graduate receives a stipend and is placed in a six-week apprenticeship at a local theater, arts organization or production company. Placement in a technical arts job paying $8-15/hr. 12-month follow-up services. | $6,055 | **YES** |

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Thursday, November 21, 2002 |
| **Time:** | 4:30 p.m. – 6:30 p.m. |
| **Location:** | San Francisco Labor Council<br>1188 Franklin Street<br>San Francisco CA 94103 |

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

**AGENDA APPEARS ON THE REVERSE SIDE**

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE
### (Chapter 67 of the San Francisco Administrative Code)

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**Issued: Thursday, November 14, 2002**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, NOVEMBER 21, 2002**

1. Adoption of the Agenda (Action Item)
2. Public Testimony on Agenda Items (Action Item)
3. Approval of Additions to Supplemental Vendor List (Action Item)*
4. Youth Resource Mapping Project Presentation (Discussion Item)
5. Community Youth Needs Assessment Presentation Questions (Discussion Item)
6. Public Testimony on Non-Agenda Items (Discussion Item)
7. Future Agenda Items (Discussion Item)
8. Adjournment (Action Item)

* Information enclosed.

PRIVATE INDUSTRY COUNCIL
*of San Francisco, Inc.*
*creating*
*employment*
*opportunities*

**MEMORANDUM**

**TO:** YOUTH COUNCIL MEMBERS **DATE:** NOVEMBER 21, 2002

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** ADDITION OF QUALIFIED VENDORS TO VENDORS LIST

## BACKGROUND

On November 15, 2001 the Youth Council approved the program design elements, evaluation criteria and schedule for a combined Request for Proposals (RFP) and Request for Qualifications (RFQ) solicitation.

On December 14, 2001 the Executive Committee, on behalf of the Workforce Investment San Francisco (WISF) Board, ratified the Youth Council's action and on December 17, 2001 staff issued the RFP and RFQ.

On July 10, 2002 the WISF Executive Committee ratified the June 27, 2002 action of the Youth Council to issue a continuous solicitation of statements of qualifications containing the same design elements, program requirements, and selection criteria as the RFQ issued on December 14, 2001 without a due date.

## DISCUSSION

RFQ is a process to identify and competitively select providers of specified services for individual referral at a quoted price. The use of an individual referral approach for securing youth services allows Youth Opportunity. San Francisco (YO! SF) staff to obtain services based on individual client need in the quantity that a particular service is needed. The RFQ process described above asked organizations to submit Statements of Qualifications. Each statement is reviewed, and if competitive and eligible to receive federal funds and provide the service(s) described, is recommended for placement on a vendors list.

Since June 27, 2002, additional potential vendors have submitted Statements of Qualifications.

## RECOMMENDATION

Staff have review all Statements of Qualifications submitted to the PIC since October 24, 2002, has determined the vendors to be eligible to receive WIA Title ID Funds and recommends the vendors listed on Table I be added to the youth vendors list.

Attachment

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Table I

PIC STAFF RECOMMENDATIONS

WORKFORCE INVESTMENT ACT (WIA)

TITLE 1D YOUTH OPPORTUNITY GRANT (YOG)

ADDITION TO THE INDIVIDUAL REFERRAL VENDOR LIST

| # | Proponent | Proposed Activity | Unit Price | Approved |
|---|---|---|---|---|
| 160 | **Jelani, Inc.**<br>1601 Quesada Avenue, SFCA 94124<br>(415)822-5977 | Residential treatment (24-hour facility) and outpatient (M-F, 8:30am-5:00pm) services to young adults 18 years and older. Services include, but are not limited to; Substance Abuse Treatment, Domestic Violence, Life Skills, Drug Education/Relapse Prevention, Mental Health Issues, Parenting, Anger Management, Vocational/Job Readiness Training, Money Management, Housing, etc. (12-step based program for one year period) | $66.09/day | **NO** |
| 161 | **Yerba Buena Center for the Arts**<br>701 Mission Street, SFCA 94103<br>(415)978-2700 | **Young Artists at Work** program is a year-round, part-time employment program with a goal to encourage academic and employment success through training in the arts. Intensive training is focused in four artistic disciplines - visual and media arts, dance, and theater - each session culminating in a public presentation of their work. During the school year Young Artists work 8 hours per week, and for eight weeks in the summer they work 20 hours per week. There are a total of three (3) semester sessions (Summer [8 weeks], Fall [14 weeks], and Spring [14 weeks]) for the entire year. | $10466/year<br>or<br>$3488/semester | **YES** |
| 162 | **South of Market Health Center**<br>1091 Mission Street, SFCA 94103<br>(415)436-0111 | **Enterprise Zone Neighborhood Collaborative -** South of Market Health Center; California Association of Health, Education Employment and Dignity; Bayview Barber College; Northern California Service League; Together United Recommitted Forever; Epps-Miller & Associates; and Save Our Love Ones, will provide a year round comprehensive support services, youth development and leadership, violence prevention, life skills training, innovative programs with both training and incentives, entrepreneurial programs and opportunities, visual and performing arts, job readiness training, job development and placement. Services are grouped into five (5) service categories: Health, Case Management, Support Services for participant retention; Youth Anger Management and Violence Prevention; Theatrical and Performing Arts, Multi-Media Music and Sound Production; Life Skills Training; and Job Placement Workshops. | $6,296 | **YES** |

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

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| | |
|---|---|
| **Date:** | Thursday, December 19, 2002 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Auditorium<br>Community College District Office<br>33 Gough Street<br>San Francisco CA 94103 |

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

**AGENDA APPEARS ON THE REVERSE SIDE**

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**Issued: Thursday, December 12, 2002**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, DECEMBER 19, 2002**

1. Adoption of the Agenda *(Action Item)*
2. Adoption of Youth Council Minutes from the Meetings Held on October 24, 2002 and November 21, 2002 *(Action Item)***
3. Public Testimony Agenda Items (Discussion Item)
4. Approval of Additions to Supplemental Vendor List *(Action Item)**
5. Presentation of DCYF Needs Assessment (Discussion Item)
6. Presentation by Coleman Advocates for Children & Families (Discussion Item)
7. Adoption of Youth Council 2003 Meeting Calendar *(Action Item)**
8. Public Testimony on Non-Agenda Items (Discussion Item)
9. Future Agenda Items (Discussion Item)
10. Adjournment *(Action Item)*

*Information enclosed.

**Information to be sent

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

**MEMORANDUM**

**TO:** YOUTH COUNCIL MEMBERS **DATE:** DECEMBER 12, 2002

**FROM:** PAMELA S. CALLOWAY, CHIEF OF STAFF

**SUBJECT:** ADDITION OF QUALIFIED VENDORS TO VENDORS LIST (AGENDA ITEM 4)

## BACKGROUND

On November 15, 2001 the Youth Council approved the program design elements, evaluation criteria and schedule for a combined Request for Proposals (RFP) and Request for Qualifications (RFQ) solicitation.

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## DISCUSSION

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WORKFORCE INVESTMENT SAN FRANCISCO BOARD
YOUTH COUNCIL
PROGRAM YEAR 2002 – 2003
PLANNING CALENDAR
DRAFT
Revised 12/12/02

| ACTIVITY | DATE |
|---|---|
| Adopt Planning Calendar | August 29, 2002 |
| Brown Bag Youth Council Orientations<br>• Roles and Responsibilities of Youth Council Members<br>• Overview of Workforce Investment Act (WIA) Title IB and ID Youth Services | September and October |
| Planning Retreat | October 24, 2002<br>Half Day Retreat |
| Presentation of Youth Resource Mapping Design<br>Develop Framework for Youth Needs Assessment Presentations | November 21, 2002 |
| Presentation of DCYF Needs Assessment<br>Presentation by Coleman Advocates | December 19, 2002 |
| Open Forum for Youth Service Organizations<br>Presentation by Juvenile Justice<br>Discuss and Adopt Funding Award Process | January 23, 2003 |
| Presentation by Youth Leadership Institute<br>Open Forum for Youth | February 27, 2003 |
| Presentation of Youth Employment Resource Mapping Results | March 24, 2003 |
| Review Gap Analysis, Establish Priorities, Discuss Standards, Begin Strategic Plan | April 24, 2003<br>Half Day Retreat |
| Adopt Strategic Plan and Determine Next Steps For Investment Alignment<br>Adopt PY 03-04 WIA IB Funding Recommendations | May 22, 2003 |

ADDITIONAL STEPS

- Develop Funding Strategy
- Review National Best Practices and Model Programs
- Translate Strategic Plan into Specific System Design Elements
- Adopt Program Standards, Quality Measures and Evaluation Criteria
- Implement Capacity Building Effort / Provide Technical Assistance to Youth Serving Organizations
- Align WIA and Other Youth Development Funding Strategies
- Release Requests for Proposals Consistent with Coordinated Youth Development Strategy

# Workforce Investment San Francisco
# Youth Council
# 2003 Meeting Dates

**Thursday, January 23, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, February 27, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, March 27, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, April 24, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, May 22, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, June 26, 2003**
4:00 p.m. – 6:00 p.m.

**Meeting Location:**
City College of San Francisco District Office
Auditorium
33 Gough Street
San Francisco, CA 94103

Rev. 12/9/02

# Workforce Investment San Francisco
# Youth Council
# 2003 Meeting Dates

**Thursday, July 24, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, August 28, 2003**
4:00 p.m. – 6:00 p.m.

**Thursday, September 25, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, October 23, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, November 20, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, December 18, 2003**
4:00 p.m. – 6:00 p.m.

**Meeting Location:**
City College of San Francisco District Office
Auditorium
33 Gough Street
San Francisco, CA 94103

Rev. 12/9/02

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23/03

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Thursday, January 23, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Born Auditorium<br>Department of Human Services<br>170 Otis Street<br>San Francisco CA 94103 |

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**Issued: Thursday, January 16, 2003**

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**YOUTH COUNCIL MEETING AGENDA**

**170 OTIS STREET**
**BORN AUDITORIUM**

**JANUARY 23, 2003**

**4:00 – 6:00**

| Agenda Item | Presenter | Time |
|---|---|---|
| 1. Adoption of the Agenda (Action Item) | Ann Cochrane, Chair | 5 mins |
| 2. Adoption of Youth Council Minutes from the Meeting Held on December 19, 2002 (Action Item) | Ann Cochrane, Chair | 5 mins |
| 3. Approval of allocating WIA Title IB (Formula) and Title ID (Youth Opportunity Grant) funds for consulting services to facilitate Youth Council strategic planning (Action Item) * | Robert Schwab, PIC | 10 mins |
| 4. Approval of allocating WIA Title IB and Title ID funds to support a community-wide youth service providers conference (Action Item) * | Robert Schwab, PIC | 30 mins |
| 5 Presentation by Juvenile Justice (Discussion Item) | Elizabeth Jackson-Simpson, Juvenile Probation Department | 30 mins |
| 6. Presentation by Coleman Advocates for Children & Families (Discussion Item) | Joe Wilson, Coleman Advocates | 10 mins |
| 7. Public Testimony on Non-Agenda Items (Discussion Item) | Ann Cochrane, Chair | 10 mins |
| 8. Future Agenda Items (Discussion Item) | Ann Cochrane, Chair | 10 mins |
| 9. Adjournment (Action Item) | Ann Cochrane, Chair | 2 mins |

Public Testimony will be allowed for each agenda item at the time that item is discussed.

* Materials enclosed.

Issued: 01/16/03

PRIVATE INDUSTRY COUNCIL
*of San Francisco, Inc.*
*creating employment opportunities*

**MEMORANDUM**

**TO:** WISF YOUTH COUNCIL MEMBERS **DATE:** JANUARY 23, 2003

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** ALLOCATION OF WIA TITLE IB (FORMULA) AND TITLE ID (YOUTH OPPORTUNITY GRANT) FUNDS FOR CONSULTING SERVICES TO FACILITATE YOUTH COUNCIL STRATEGIC PLANNING (AGENDA ITEM 3)

## BACKGROUND

The complex array of youth services in San Francisco lacks coordination, and as such, leaves many youth under-served. A more comprehensive system of youth services can best be built with a full knowledge of all existing and planned youth services, programs and financial resources. This information, when viewed in the context of a needs analysis and vision for youth in our community, will better inform the strategic decisions of the Youth Council and other policy groups. As a result, funding decisions will also be more fully informed and targeted to fill service gaps, minimize duplication and support collaborations and partnerships that build on organizational strength and provide a more effective continuum of care.

The Youth Council recently began a process to develop a strategic plan to align youth resources, establish program standards, guide the investment of WIA funds and assist in the development of additional resources that address unmet needs. The planning process began with a half-day retreat on October 24, 2002 and was guided by J.D. Hoye and funded by DCYF. The process continues with a series of presentations focused on youth needs and will include a presentation on the results of a youth resource mapping effort. The process envisions one or more additional retreats to compare needs and resources, examine an analysis of service gaps and develop a strategic plan.

## DISCUSSION

To best accomplish this lengthy planning effort and provide continuity with the Youth Allies Dialogue, the School to Career Partnership and other relevant youth planning efforts, a consultant may be necessary to facilitate Youth Council retreats, assist in gap analysis, advise plan implementation, develop program standards, build support of Youth Allies, and design sustainability strategy for Youth Opportunity and other youth programs as appropriate.

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**RECOMMENDATION**

Staff recommends that an appropriate combination of WIA IB (formula) and WIA ID (YOG) funds, in an amount not to exceed $15,000, be committed to the retention of a consultant for the purposes outlined above and that staff be authorized to undertake the necessary and appropriate procurement and contracting processes to retain a qualified consultant.

PRIVATE INDUSTRY COUNCIL
*of San Francisco, Inc.*
*creating*
*employment*
*opportunities*

**MEMORANDUM**

**TO:** WISF YOUTH COUNCIL MEMBERS **DATE:** JANUARY 23, 2003

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** ALLOCATION OF WIA TITLE IB (FORMULA) AND TITLE ID (YOUTH OPPORTUNITY GRANT) FUNDS TO SUPPORT A COMMUNITY-WIDE YOUTH SERVICE PROVIDERS CONFERENCE (AGENDA ITEM 4)

**BACKGROUND**

A community–wide Youth Allies Dialogue was initiated by the Department of Children, Youth and their Families (DCYF) to better understand the resources available for youth in San Francisco, gain support for the resource mapping project and provide a forum for youth service providers to express concerns and exchange ideas. Much of the discussion within the Allies Dialogue process related to the need for and potential benefits of a youth employment conference targeted to San Francisco's youth provider organizations. A subcommittee of the Allies Dialogue was formed to further explore the idea and develop a framework for such a conference to:

- Generate greater public recognition of the importance of youth development
- Discuss issues of common concern
- Facilitate networking and increase the awareness of each others' services
- Exchange information for 'best practices'
- Share perspectives on the role of the Youth Council in developing a strategic plan
- Introduce concepts of program standards
- Hear from national experts on youth development and employment
- Strengthen connections with and involvement of the business community

As an initial step, the committee is seeking financial sponsorship to support the cost of the conference. DCYF has already set aside funds to sponsor the event and significant private sector support is being sought.

A draft Youth Employment Conference Proposal is attached that outlines more specifically the purpose, budget and timeline.

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**RECOMMENDATION**

Staff recommends that an appropriate combination of WIA IB (formula) and WIA ID (YOG) funds in an amount not to exceed $7500 be dedicated to a San Francisco Youth Providers Conference and that staff be authorized to undertake the necessary and appropriate procurement and contracting processes to ensure successful sponsorship of the event.

Attachments

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## YOUTH EMPLOYMENT CONFERENCE PROPOSAL

The San Francisco Youth Employment Coordination Project submits this request for funding for $7500 to the Private Industry Council of San Francisco to support the planning and implementation of a Youth Employment Conference to be held in May 2003. The request for this conference has come from service providers participating over the past 18 months in Allies Dialogues, forums hosted by the Department of Children, Youth & Their Families which bring together San Francisco's youth employment programs and other programs/organizations that have a stake in youth development and employment training.

The goals of the Youth Employment Conference would be to:

- Provide opportunities for networking and sharing information among youth employment service agencies and providers
- Provide opportunities for staff training, professional development and sharing of best practices
- Increase the visibility of youth employment service needs/programs
- Strengthen our connections with the business community and broaden employment opportunities for our youth
- Mobilize and strengthen the community of youth employment service providers
- Define the policy agenda and future commitment to youth employment.
- Provide vision, inspiration and direction for youth employment services

The Youth Employment Conference will bring together youth employment service providers, employers, current and prospective funders of services, school personnel, public sector partners and young people in sharing information, resources and dialogue about the status of youth employment services in San Francisco. The conference would include workshops, policy discussions, presentations, a morning plenary and a luncheon awards ceremony recognizing business and community leaders for their support of youth employment

**Budget and Staffing**

A Conference committee consisting of representatives of community organizations, staff from the Private Industry Council and the Youth Employment Coordination Project has been formed. This committee will be responsible for the planning, development and implementation of the conference. The Conference Coordinator will provide project management, coordination and oversight, working in partnership with the Planning Committee and Conference sponsors and funders. Administrative Support staff will assist in developing and disseminating outreach materials and coordinating conference logistics. Funds will also be used to provide youth stipends to pay young people who will assist in staffing the conference.

A projected budget of $25,000 has been developed with additional funding being sought from the Department of Children, Youth & Their Families and Private Sector sources.

| INCOME | |
|---|---|
| Department of Children, Youth & Their Families | $10,000 (confirmed) |
| Private Industry Council of SF | $7500 |
| Private Support (Foundation and Corporate) | $7500 |

| EXPENSES | COST |
|---|---|
| **Facility/Food** | **12,000** |
| (Based on an estimate of 300 participants at $40 per participant) | |
| **Staffing** | **8,000** |
| Project Coordinator (100 hours @ $50/hour) | |
| Administrative Support (40 hours @25/hour) | |
| Youth Stipends (100 hours @ $10/hour) | |
| **Materials** | **3,000** |
| **Mailing** | **1,400** |
| TOTAL PROJECTED BUDGET | $25,000 |

**Timeline**
The conference planning committee timeline for preparing for the conference includes the following:

January
- Secure Conference Funding
- Identify Staff
- Secure sponsors
- Identify conference format and schedule
- Develop outreach materials ("Save the Date" and Request for Presentations)
- Develop Mailing List and Send Request for Presentations

February
- Secure Facility
- Select workshop presenters
- Confirm keynote speakers
- Develop Conference Agenda,

March/April
- Identify and Notify Workshop Presenters
- Send 2nd Conference Announcement
- Confirm Participants and Agency Information Tables
- Finalize Arrangements

**The Youth Employment Coordination Project**
The Youth Employment Coordination Project is a collaborative effort of the

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Department of Children Youth & Their Families, the San Francisco Unified School District, the Private Industry Council of San Francisco, San Francisco School to Career Partnership, and the Every Child Can Learn Foundation. These partners are currently implementing a Youth Employment Resource Mapping Project to gather data on available workbased learning and career development opportunities for youth in San Francisco. This data will be used to inform funders and policy makers to begin coordinated planning across funding streams and institutions; better align funding to address need and gap areas, generate additional resources to address community need, and lay the foundation for efforts to improve both the quantity and quality of work-based activities for youth.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## YOUTH COUNCIL

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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# Workforce Investment San Francisco
# Youth Council
# 2003 Meeting Dates

**Thursday, January 23, 2003**
4:00 p.m. – 6:00 p.m.
Department of Human Services
170 Otis Street
Born Auditorium

♦

**Thursday, February 27, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, March 27, 2003**
4:00 p.m. – 6:00 p.m.

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**Thursday, April 24, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, May 22, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, June 26, 2003**
4:00 p.m. – 6:00 p.m.

**Meeting Location:**
City College of San Francisco District Office
Auditorium
33 Gough Street
San Francisco, CA 94103

Date Revised: 1/17/2003

# Workforce Investment San Francisco
# Youth Council
# 2003 Meeting Dates

**Thursday, July 24, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, August 28, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, September 25, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, October 23, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, November 20, 2003**
4:00 p.m. – 6:00 p.m.

♦

**Thursday, December 18, 2003**
4:00 p.m. – 6:00 p.m.

**Meeting Location:**
City College of San Francisco District Office
Auditorium
33 Gough Street
San Francisco, CA 94103

Date Revised: 1/17/2003

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

**DRAFT MINUTES OF THE**
**JANUARY 23, 2003 MEETING OF THE**
**YOUTH COUNCIL OF THE**
**WORKFORCE INVESTMENT SAN FRANCISCO BOARD (WISF)**

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The meeting was held in the Born Auditorium of San Francisco Department of Human Services located at 170 Otis Street, San Francisco, California.

**PRESENT:**
Elizabeth Jackson-Simpson, Linda Rosel, Vivian Stern Turner, Dana Serleth, Kar Yin Tham, Barbara Thompson, Clare Trimbur, and Cedric Yap

**ABSENT:**
Ann Cochrane, Kimberly Cousin, Vanessa Johnson, Natalie Lopes, Nate Mason, and Gladys Porras

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**STAFF:**
Alice Chiu, Alfredo Fajardo, and Robert Schwab

**PUBLIC:**
Paul Gibson, Lora Gray, Charles Range, and Tajel Shah

Acting Chair Vivian Turner convened the meeting at 4:16 P.M. with a quorum established.

**Motion to adopt the agenda was made by Cedric Yap and seconded by Dana Serleth.**
**Ayes: Linda Rosel, Vivian Stern Turner, Dana Serleth, Kar Yin Tham, Barbara Thompson, Clare Trimbur, and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

**Motion to adopt minutes from the December 19, 2002 meeting was made by Barbara Thompson and Cedric Yap.**
**Ayes: Linda Rosel, Vivian Stern Turner, Dana Serleth, Kar Yin Tham, Barbara Thompson, Clare Trimbur, and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Item 3 – Youth Council Strategic Planning Consultant

Robert Schwab presented recommendations for a set aside amount to fund a consultant for the Youth Council's strategic planning project. It was recommended that an appropriate combination of WIA IB (formula) and WIA ID (YOG) funds, in an amount not to exceed $15,000, be committed to the retention of a consultant. It was also recommended that staff be authorized to undertake the necessary and appropriate procurement and contracting processes to retain a qualified consultant. The consultant would facilitate Youth Council retreats, assist in gap analysis, advise plan implementation, develop program standards, build support of Youth Allies, and design sustainability strategy for youth programs as appropriate.

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Kar Yin Tham asked if the contract is with JD Hoye. Mr. Schwab informed the Council that the process has to be open and competitive.

The Youth Council amended the staff recommendation to add that J.D. Hoye should be retained as the consultant given her extensive involvement in San Francisco youth development planning efforts (DCYF, SF School to Career Partnership, Youth Allies Dialogue, Private Industry Council, and SFUSD school reform planning) consistent with federal and state procurement requirements.

**Motion to adopt recommendations with the above amendment was made by Barbara Thompson and Cedric Yap.**
**Ayes: Linda Rosel, Vivian Stern Turner, Dana Serleth, Kar Yin Tham, Barbara Thompson, Clare Trimbur, and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Item 4 – Youth Service Provider Conference

Mr. Schwab presented recommendations to set aside funds to sponsor a community-wide youth service provider conference. It was recommended that an appropriate combination of WIA IB (formula) and WIA ID (YOG) funds in an amount not to exceed $7,500. It was also recommended that staff be authorized to undertake the necessary and appropriate procurement and contracting processes to ensure successful sponsorship of the event. The conference would provide an opportunity for youth service providers to express concerns and exchange ideas.

Barbara suggested that youth be invited to the conference. Kar Yin Tham added that youth could help staff the conference as well.

**Motion to adopt recommendations was made by Barbara Thompson and Cedric Yap.**
**Ayes: Linda Rosel, Vivian Stern Turner, Dana Serleth, Kar Yin Tham, Barbara Thompson, Clare Trimbur, and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Item 5 – Juvenile Probation Department Presentation

Elizabeth Jackson-Simpson presented an overview of the San Francisco Juvenile Probation Department. The mission of the Department is "to be a primary and effective resource for positive change in the lives of youth and their families, accountability to victims, and protection of the public". The Department is governed by a seven-member commission and each of them serves a four-year term. Within the Department, there are five divisions: Administration and Finance, Probation Services, Juvenile Hall, Log Cabin Ranch School, and Community Program (which Ms. Jackson-Simpson is the Director of).

The Probation Division has an intake unit and a supervision unit. The Intake unit conducts daily operations for approximately 4,000 youth annually, of which 70% never return, 20%-21% come back for a second time, and the other 9-20% are recidivists.

Juvenile Hall is a short-term detention facility that was deemed by the Courts. Youth there are awaiting disposition or placement. There is an educational programming administrated by SFUSD. There are also a branch library and a chaplaincy program. The average length of stay is from 10 to 14 days. The Hall is a 132-bed facility, however, the average census for the past year has been 103 youth and 20% are girls.

The Log Cabin Ranch School is a long-term placement facility ordered by the court exclusively for males between the ages of 14 and 18. The ranch is in a therapeutic setting. On site, they have mental and physical health services, school administered by the SFUSD, and training provided by community organizations.

The Community Program Division awards and monitors over $5 million from local, state and federal. They contract with over thirty community-based organizations for prevention and intervention services. The services are provided in the community and within the facilities. Some of the special projects led by the Community Programs Division are Gang Free Communities Initiative, Youth Development and Crime Prevention Initiative, Community Partnership Initiative, and Girls Services Unit.

Item 6 – Coleman Advocates for Children & Families Presentation

The following is Joe Wilson's presentation (verbatim):

"Our youth group is clearly centered around the youth empowerment model...And we feel very strongly there is clear distinction between promoting outcomes and simply avoiding negative ones. And our approach is the former.

There is a sort of evolution from youth involvement to youth engagement to youth empowerment and that's been our model and the model for several organizations around the country.

Personally I have some ambivalent feelings about the need to encourage at an earlier and earlier age connection with the workforce. I think that that has long-term consequences for our society; in fact, I don't necessarily see that as a good thing. In reference to community development and youth development as a part of a youth employment approach, understanding that the youth employment should be viewed more as a vehicle rather than an end in itself.

A study done a couple of decades ago that identifies the nexus point where the young person makes the decision to drop out of high school to 'make it' is 11 years old. Again, that has significant consequences from a social policy perspective. What are the opportunities, what are the tools, what are the choices that are intrinsic in that?

What's happening in the educational system where young people are continually tracked into this 'failure' segment at an earlier and earlier age and designed to have limited life choices as a result of it? I think that speaks to a lot of the economic ills and the economic inequities that are part of the structure ...

Youth unemployment is 2-3 times the adult unemployment rate.

Unemployment among black youth 16-19 is close to 40% in some communities, a couple of them in San Francisco...That coupled with given that our social policy direction where we are making it more and more difficult for working class families and working class

communities to survive, increasingly young people are major wage earners – and in some cases, they are the primary bread winners in the families.

We are looking to engage youth on a leadership track as early as possible. Young people we target for youth group are frankly, those that are targeted for failure – these are not the 'stars' of their height schools. They are kids that are tracked into special education courses, or whatever, and already branded as 'failures'…

[Mr. Wilson] urges the Youth Council to seek out the Youth Commission, Coleman Advocates' youth group, as well as other youth groups in San Francisco, for partnering with those involved in the renaissance in youth organizing and youth engagement.

There seems to be a clear intersection between youth-led initiatives and youth sitting at the table to plan the youth employment direction for the City.

WIA continues somewhat the isolation model of the private sector making, frankly, far too many decisions around allocation and priorities of public dollars.

An exciting development is an elevated public discourse on what constitutes a healthier community. You are really talking about communities that are designed from the ground up, that promote interaction across ethnicities and across generations.

Political consultants have limited resources – they want to invest them in communities that will turn out people to vote. Typically, that does not mean a community like Bayview-Hunters Point. In the last election they had a 25% voter turnout of the registered voters, and if you consider that half of the older voters are registered, you are talking about [with fewer than half of older adults registered], resulting in a sense of civic disengagement that is observed by the young people.

There has been a precipitous decline in people joining things (unions, church groups, block clubs) translating into collective disengagement where people are separated from their community and from each other. As they stop doing things with each other, they stop doing things for each other.

What role does the Youth Council see itself playing? It has the power to convene, to get more engagement from the education groups with employment as the vehicle. It is pushing contractors to think beyond the lowest common denominator. [Mr. Wilson] recommends the Council think of some incentives for their contractors to look more closely at that."

There was no public testimony on non-agenda items.

**Motion to adjourn meeting was made by Barbara Thompson and seconded by Dana Serleth.**
**Ayes: Linda Rosel, Vivian Stern Turner, Dana Serleth, Kar Yin Tham, Barbara Thompson, Clare Trimbur, and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Meeting was adjourned at 6:01 P.M.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

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| | |
|---|---|
| **Date:** | Thursday, February 27, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Auditorium<br>Community College District Office<br>33 Gough Street<br>San Francisco CA 94103 |

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

**AGENDA APPEARS ON THE REVERSE SIDE**

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To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator
Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
415-554-7724 Fax: 415-554-5163
E-mail: donna_hall@ci.sf.ca.us

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If you require special accommodation due to a disability, please call Roberta Fazande at 415-923-4265 or TDD 800-735-2929 (CRS) at least 72 hours in advance.

**Issued: Wednesday, February 19, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, FEBRUARY 27, 2003**

1. Adoption of the Agenda (Action Item)
2. Approval of Solicitation Specifications and Selection Criteria for Youth Council Strategic Planning Consulting Services (Action Item)*
3. Open Forum for Youth (Discussion Item)
4. Update on Workforce Investment Act Reauthorization (Discussion and Possible Action Item)
5. Public Testimony on Non-Agenda Items (Discussion Item)
6. Future Agenda Items (Discussion Item)
7. Adjournment (Action Item)

Public Testimony will be allowed for each agenda item at the time that item is discussed.

*Information enclosed.

PRIVATE INDUSTRY COUNCIL
*of San Francisco, Inc.*
*creating employment opportunities*

**MEMORANDUM**

**TO:** WISF YOUTH COUNCIL MEMBERS **DATE:** FEBRUARY 27, 2003

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** APPROVAL OF SOLICITATION SPECIFICATIONS AND SELECTION CRITERIA FOR CONSULTING SERVICES TO FACILITATE YOUTH COUNCL STRATEGIC PLANNING (AGENDA ITEM 2)

**BACKGROUND**

The Youth Council recently began a process to develop a strategic plan to align youth resources, establish program standards, guide the investment of WIA funds and assist in the development of additional resources that address unmet needs. The planning process began with a half-day retreat on October 24, 2002 and was guided by J.D. Hoye and funded by DCYF. The process continues with a series of presentations focused on youth needs and will include a presentation on the results of a youth resource mapping effort. The process envisions one or more additional retreats to compare needs and resources, examine an analysis of service gaps, and develop a strategic plan.

A more comprehensive system of youth services can best be built with a full knowledge of all existing and planned youth services, programs and financial resources. This information, when viewed in the context of a needs analysis and vision for youth in our community, will better inform the strategic decisions of the Youth Council and other policy groups. As a result, funding decisions will also be more fully informed and targeted to fill service gaps, minimize duplication and support collaborations and partnerships that build on organizational strength and provide a more effective continuum of care.

On January 23, 2003, the Youth Council adopted a staff recommendation that an appropriate combination of WIA IB (formula) and WIA ID (YOG) funds, in an amount not to exceed $15,000, be committed to the retention of a consultant to assist the Youth Council in its effort to develop a strategic plan for youth services and that staff be authorized to undertake the necessary and appropriate procurement and contracting processes to retain a qualified consultant.

Much of the discussion related to this item centered on the need for continuity and integration with other youth related community planning efforts including the on-going Youth Allies Dialogue, School to Career strategic planning and San Francisco Unified School District system reform planning.

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## DISCUSSION

Staff was advised that such procurement requires solicitation design and selection criteria approval of the Youth Council and ratification of the Workforce Investment San Francisco Board or Executive Committee. Given the amount set aside in the January 23, 2003 Youth Council action, PIC procurement procedures require three documented quotes for the services to be provided.

## RECOMMENDATION

Staff recommends that quotes be obtained from no less than three consultants and that information be obtained in the areas listed below with responses scored with the weighting shown to determine the qualifications and appropriateness of applicants.

| CRITERIA | WEIGHT |
|---|---|
| Knowledge of Federal Youth Policy<br>• Describe your experience with WIA Title IB, ID, School to Career, Carl Perkins, and other federal program policy as it relates to local planning | 20 Points |
| Experience with community-wide strategic planning<br>• Describe your experience with the facilitation of local policy boards in the development of a comprehensive strategy for youth services | 30 Points |
| Experience with San Francisco community youth planning efforts<br>Describe your experience with the following:<br>• Youth Allies Dialogue<br>• School to Career Partnership Planning<br>• SFUSD System Reform Planning<br>• Other contemporary youth services planning | 40 Points |
| Fees<br>• Provide your hourly and daily fees structure | 10 Points |

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## DRAFT MINUTES OF THE FEBRUARY 27, 2003 MEETING OF THE YOUTH COUNCIL OF THE WORKFORCE INVESTMENT SAN FRANCISCO BOARD (WISF)

The meeting was held in the Auditorium of San Francisco Community College District Office located at 33 Gough Street, San Francisco, California.

**PRESENT:**
Ann Cochrane, Lora Gray, Bea Harris, Linda Rosel, Vivian Stern Turner, Dana Serleth, Barbara Thompson, Clare Trimbur, Daniel Whooley and Cedric Yap

**ABSENT:**
Kimberly Cousin, Elizabeth Jackson-Simpson, Vanessa Johnson, Natalie Lopes, Nate Mason, and Kar Yin Tham

**STAFF:**
Alice Chiu, Kimani Crum, Martha Diaz, Allan Graves, Glenda Gutierrez, Robert Hernandez, Tyrone Jackson, Robert Schwab, Jeremy Tom, and Russell White

**PUBLIC:**
Ricardo Alva, Sergio Angel, Laurie Belton, Angel Brambiles, Jackie Cabrera, Glen Cajlis, Joseph Colmenares, Eric Cornforth, Majeid Crawford, Ricardo Cruz, Melissa Garcia, Eric Garrett, Amy Joseph, Rhody McCoy, Anthony McPherson, Fatima Orellana, Mari Reyes, Anthony Rice, Steven Sanford, Diana Schlaff, Diane Spencer, Antwan Stanberry, David Taylor, and Morgan Wordes

Acting Chair Vivian Turner convened the meeting at 4:15 P.M. with a quorum established.

**Motion to adopt the agenda was made by Cedric Yap and seconded by Dana Serleth.**
**Ayes: Lora Gray, Bea Harris, Linda Rosel, Vivian Stern Turner, Dana Serleth, Barbara Thompson, Clare Trimbur, Daniel Whooley and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Item 2 – Design Criteria for Strategic Planning Consultant

Robert Schwab presented an overview of staff recommendations for the design criteria for the solicitation of the strategic planning consultant. At the last meeting (January 23), the Council approved a set aside amount of no more than $15,000. Mr. Schwab informed the Council that staff was advised that such procurement requires solicitation design and selection criteria approval by the Council and the Board. The PIC procurement also requires three documented quotes for the services to be provided.

Staff recommended the following criteria and scores to determine the qualifications and appropriateness of applicants:

Knowledge of Federal Youth Policy: 20 Points

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Describe your experience with WIA Title IB, ID, School-to-Career, Carl Perkins, and other federal program policy as it relates to local planning

Experience with community-wide strategic planning: 30 Points
Describe your experience with the facilitation of local policy boards in the development of a comprehensive strategy for youth services

Experience with San Francisco community youth planning efforts: 40 Points
Describe your experience with the following:
Youth Allies Dialogue
School-to-Career Partnership Planning
SFUSD System Reform Planning
Other contemporary youth services planning

Fees: 10 Points
Provide your hourly rate and daily fees structure

**Motion to adopt recommendations was made by Dana Serleth and seconded by Daniel Whooley.**
**Ayes: Lora Gray, Bea Harris, Linda Rosel, Vivian Stern Turner, Dana Serleth, Barbara Thompson, Clare Trimbur, Daniel Whooley and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Item 3 – Open Forum for Youth

Chair Cochrane invited testimony from youth on the issues of youth services in the City and what ideas to expend funding wisely. A list of questions were provided to youth to answer:
What challenges do you face?
What services or resources are beneficial?
Why you do participate in programs?
What role does employment play in your lives?
What are the obstacles to access the resources?

*Amy Joseph*
She shared that she obtained her first job through the Private Industry Council at the age of 14. (She heard about the Private Industry Council through word-of-mouth and at the time, she attended Lincoln High School.) Since then, she has been employed through Jewish Vocational Service and BRAVA! while in school. She now has a paid internship at an animal shelter since her major is veterinary medicine. Employment has allowed her to experience the "real life" after education. She shared that computer access and job readiness services were beneficial to her to gain employment.

Cedric Yap asked what [services] could have been different? Ms. Joseph felt that she had gotten what she needed – information and role-playing in the field.

She added that there are many resources in San Francisco unknown to youth. The network of services should be provided in schools. She suggested a resource program after school or an open assembly.

*Eric Garrett*
He informed the Council that he is currently interning at Horizons Unlimited. He stated that before YO! SF, there were bad jobs with low wages – no direction for youth. With YO! SF, he learned about a deejaying program and is having a great time. He is also participating in a job readiness program. Some of the challenges he faced were that he didn't know what resources were available. He left school during junior year in high school because it was boring and wanted to work instead but didn't know how. He suggested that to keep youth in school, there should be smaller class sizes where the teacher knows the students' names. He suggested that youth resources can be advertise through flyers, mass emails, and ads in the newspaper.

Clare Trimbur asked which programs are most helpful for youth. Mr. Garrrett replied that programs should be developed to spark interest in youths like technology.

*Jackie Caberra*
She informed the Council that the YO! program helped her immensely. She was out of school and has been through programs. Through YO! SOMA, she now has an internship and is back in school and hopes to be a lawyer. What made a difference, she said, was that staff cared and motivated her. She had a one-on-one case manager that pushed her to do better and put the "fun in fun". She added that she liked the family-like atmosphere.

*Eric Cornforth*
He is a sophomore at Mission High School and he wanted to know where the cuts are being made in the Governor's budget. The Council responded that they are a local entity and do not know the answer.

Chair Cochrane asked what services he would like to protect. Mr. Cornforth felt a need to protect after-school programs and other programs that interest the youth. He is currently in Youth Leadership Academy and Boys and Girls Club. In those programs, he is learning how to make positive changes in society.

*Angel Brambiles*
He is a counselor at the Boys and Girls Club and a former staff of YO! He expressed his opposition of funds being cut in the community. He stated that there is a need for alternative activities for youths and late night programs. He informed the Council that the Boys and Girls Club have a late night program called Safe Haven. It is a positive alternative to being on the streets. He felt that programs should not be linked to schools and that the youth would feel more comfortable in a mutual environment.

Cedric Yap asked what is the common challenge for youth employment. Mr. Branbiles suggested lowering the age criteria. He informed the Council that many of his clients are at the age of 12 and there aren't many employment opportunities for youth. He also suggested combining resources to reach out to the youth.

*Fatima Orellana*
She is in the Boys and Girls Club's leadership program. She has been there since sixth grade because she had nothing to do. She shared that it helped her stay in school and asked that they receive more funding.

*Anthony McPherson*
He shared that there are many barriers to employment: lack of role models, family structure, and political awareness. Even though it is important to serve youth in their community, he felt that it is also important to allow an opportunity for them to see another community.

*Morgan Wordes*
She is with Boys and Girls Club. She learned to work with others, how to deal with real life, and was the first youth on the Board of Directors for St. John's. The experience gave her a sense of responsibility and allowed her to voice her opinion on behalf of youth in the city. She added that cuts in funding also affects the advantages in programs, for example, no more stipends equal no more incentives. She suggested that there be a listing of all youth services to provide youth options.

Item 4 – WIA Reauthorization Update

Robert Schwab provided Council members information on the Workforce Investment Act reauthorization. Although declining funds are expected, Mr. Schwab shared that there are sufficient funds for the five-year program (to end in 2005). The reauthorization is expected to happen in September 2003.

Clare Trimbur pointed out that funding recommendations in May would provide enough time for training providers. Mr. Schwab stated that allocations are expected to be in around April. Ms. Trimbur suggested allocating percentages instead of dollar amounts. Ms. Turner responded that percentages may not be sufficient enough to run the programs.

Chair Cochrane inform the Council that she would work with staff to place this on the next agenda.

**Motion to adjourn meeting was made by Clare Trimbur and seconded by Dana Serleth.**
**Ayes: Lora Gray, Bea Harris, Linda Rosel, Vivian Stern Turner, Dana Serleth, Barbara Thompson, Clare Trimbur, Daniel Whooley and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Meeting was adjourned at 6:01 P.M.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Thursday, March 27, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Auditorium<br>Community College District Office<br>33 Gough Street<br>San Francisco CA 94103 |

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, MARCH 27, 2003**

1. Adoption of the Agenda (Action Item)
2. Adoption of minutes from January 23, 2003 and February 27, 2003 meetings *(Action Item)**
3. Approval of Additions to the Supplemental Vendor List *(Action Item)**
4. Youth Employment Resource Mapping Results (Discussion and Possible Action Item)
5. Funding Award Process (Discussion and Possible Action Item)
6. Open Forum for Youth Service Organizations (Discussion Item)
7. Public Testimony on Non-Agenda Items (Discussion Item)
8. Future Agenda Items (Discussion Item)
9. Adjournment *(Action Item)*

Public Testimony will be allowed for each agenda item at the time that item is discussed.

*Information enclosed.

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## DRAFT MINUTES OF THE MARCH 27, 2003 MEETING OF THE YOUTH COUNCIL OF THE WORKFORCE INVESTMENT SAN FRANCISCO BOARD (WISF)

The meeting was held in the Auditorium of San Francisco Community College District Office located at 33 Gough Street, San Francisco, California.

**PRESENT:**
Ann Cochrane, Kimberly Cousin, Margret Donahue, Lora Gay, Bea Harris, Natalie Lopes, Vivian Stern Turner, Dana Serleth, and Cedric Yap

**ABSENT:**
Elizabeth Jackson-Simpson, Vanessa Johnson, Nate Mason, Linda Rosel, Kar Yin Tham, Barbara Thompson, Clare Trimbur, and Daniel Whooley

**STAFF:**
Alice Chiu, Alfredo Fajardo, Robert Schwab, and David Taylor

**PUBLIC:**
Laurie Belton, Jennifer Berger, Roel Blanco, Dan Brajkovich, Laura Congdon, Ana Corral, Glenn Eagleson, Melvin Escobar, Eric Garrett, Paul Gibson, Aumijo Gomes, G.L. Hastings, Darro Jefferson, Alan Kwok, Ximena Montes, Ira Okun, Jaime Osorno, Jacqueline Rodriquez, Steven Sanford, Brandon Shepard, Angelina Silvia, Spencer Tolliver, Roberto Vargas, and Alvin Woo

Acting Chair Vivian Turner convened the meeting at 4:15 P.M. with a quorum established.

Item 4 – Youth Employment Mapping Project
Glenn Eagelson presented preliminary results of the Resource Mapping Project. He informed the Council that a final report should be distributed next month.

The purpose of the project is to gather data on the available youth employment services and resources, analyze existing resources, identify gaps and overlaps in the provision of services, and identify strategic areas for enhancing the youth employment system in the City.

The goals were to better inform funders and policy makers, begin coordinated planning across funding streams and institutions, align funding to address need and gap areas, generate additional resources to address community need, and lay the foundation for efforts to improve both the quantity and quality of work-based activities for youth.

Of the total population of San Francisco (776,733), 112,000 are youths under the age of 18, 12,703 are youths between the ages of 10 and 13, and 16, 293 are youths between the ages of 14 and 18.

There were 104 surveys submitted: 66 from organizations from communities, public agencies and school-based services. The data looked at demographics of those served, their connections to the school district, services provided across five categories, capacity, and funding.

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Of the youths served, 56.8% are female, 43.1% are male and 0.1% are transgender. The highest percentage of youth served were ages between 16 and 17 (45%). One of the interesting points from the data was that the majority of the referrals to providers were from teachers and counselors from school.

**Motion to adopt the agenda was made by Cedric Yap and seconded by Dana Serleth.**
**Ayes: Kimberly Cousin, Margret Donahue, Lora Gay, Bea Harris, Natalie Lopes, Vivian Stern Turner, Dana Serleth, and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

**Motion to adopt the minutes was made by Cedric Yap and seconded by Vivian Turner.**
**Ayes: Kimberly Cousin, Margret Donahue, Lora Gay, Bea Harris, Natalie Lopes, Dana Serleth, and Cedric Yap**
**Nays: None**
**Abstentions: Vivian Stern Turner**
**Motion passed.**

Item 3 – Additions to the Vendor List
Robert Schwab presented the recommendations for the vendor list. The vendors recommended are Inner-City Adolescent Network, Inc. Foundation, Enterprise for High School Student, and Glide Foundation.

**Motion to adopt the recommendations was made by Dana Serleth and seconded by Bea Harris.**
**Ayes: Kimberly Cousin, Margret Donahue, Lora Gay, Bea Harris, Natalie Lopes, Dana Serleth, and Cedric Yap**
**Nays: None**
**Abstentions: Vivian Turner**
**Motion passed.**

Item 6 – Open Forum
*Horizons Unlimited*
Eric Garrett stated that youths are in need of transferable skills. They need skills to find own job. Mr. Garrett commented that there is a need for more support for 18-21 years old – "forgotten gap". Mr. Garrett emphasized a need to increase communication between providers – suggested a nonprofit BBQ.

Chair Cochrane reminded him that there is an upcoming training providers conference on June 12, 2003. Vivian Turner added that the Youth Employment Network also have events.

*Jewish Vocational Services (JVS)*
Paul Gibson presented an overview of the organization's mission and activities. JVS serves youth with disabilities. Mr. Gibson stated that youths with disabilities face significant barriers to employment and out-of-school youths need more intensive services. Mr. Gibson emphasized that it is important to connect with youths before exiting the program. It is also important to connect with schools – provide access to youth.

*The Family School*
Darro Jefferson stated that there is a need to provide more services for at-risk out-of-school youths. They need employment-based training and employment opportunities. He encouraged providers to develop more employer partnerships.

*Lavender Youth Recreation and Information Center (LYRIC)*
Alan Kwok informed the Council that LYRIC serves out-of school youths between the ages of 18 and 21. He added that youths are at-risk and/or homeless. Some of the main challenges for the organization are lack of housing for the youths, lack of administrative support, inconsistent procedures, lack of stable working environments.

*Mission Language & Vocational School*
Dan Brajkovich recounted a story illustrating the types of difficulties he encounters in recruiting youth to commit to the program.

*Youth Cares*
Jennifer Berger stated that immigrant youths often have more adult responsibilities than other youths – translator and/or contributor to family income. There is a need for paid internships and a comprehensive ETPL list of providers and services.

*Youth Chance High School*
Spencer Tolliver emphasized the importance of bringing the youth back to school. He questioned whether or not work-based skills lead back to education.

Item 5 – Funding Award Process
Ira Okun presented some recommendations:

1. A program needs 3-5 years to prove its viability
2. Funding should follow policy
3. Page 1 of self-assessment worksheet collects facts of the program (score and weight to be determined)
4. Page 2 of the self-assessment worksheet deals with structure and performance of the organization. (Side note: we may not want to 'score' turnover in staff)
5. The section on "Coalitions and Collaborations" is important
6. Page 3 – add 'disabled/gay youth'?
7. Pages 4 & 5 – these pages cover program elements and probably would be scored subjectively
8. Once scored, there would be a 'weighing' process
9. There are two basic funding concepts:
    i. Base & competitive formula (x% of current funding) plus the remainder, the award of which would be competitive based on results of the scoring formula. There would be the need to decide the ratio between the two.
    ii. Scoring and ranking, for example: the top 3 = 100%, the mid three = 90%, the lowest three = 80%

Mr. Okun advised that the funding should be "policy-driven".

Because there is much discussion needed and the lack of time, Chair Cochrane suggested scheduling a special meeting to discuss this item. The Council decided to meet Wednesday, April 9th.

**Motion to adjourn meeting was made by Clare Trimbur and seconded by Dana Serleth.**
**Ayes: Kimberly Cousin, Margret Donahue, Lora Gay, Bea Harris, Natalie Lopes, Vivian Stern Turner, Dana Serleth, and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Meeting was adjourned at 6:01 P.M.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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**NOTICE OF A PUBLIC MEETING**
**OF THE**
**YOUTH COUNCIL**
**WORKFORCE INVESTMENT SAN FRANCISCO BOARD**

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| **Date:** | Wednesday, April 9, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Auditorium<br>Community College District Office<br>33 Gough Street<br>San Francisco CA 94103 |

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**Issued: Wednesday, April 2, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**WEDNESDAY, APRIL 9, 2003**

1. Adoption of the Agenda (Action Item)
2. Funding Award Process (Discussion and Possible Action Item)*
3. Public Testimony on Non-Agenda Items (Discussion Item)
4. Future Agenda Items (Discussion Item)
5. Adjournment *(Action Item)*

Public Testimony will be allowed for each agenda item at the time that item is discussed.

*Information enclosed.

# WIA YOUTH PERFORMANCE ANALYSIS

**Program Year 2002-2003**

| Contractor:<br><br>Contract Amount: | Brief Program Description: |
|---|---|
| Mission Statement Adopted by the Board of Directors: | |

| | Q1 | | | Q2 | | | Q3 | | | Annualized | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Plan | Actual | % of Plan | Plan | Actual | % of Plan | Plan | Actual | % of Plan | Plan | Actual | % of Plan | Weight | Score |
| Enrollments | | | | | | | | | | | | | | |
| Carry in | | | | | | | | | | | | | | |
| New | | | | | | | | | | | | | | |
| Total | | | | | | | | | | | | | | |
| Entered:<br>☐ Employment<br>☐ Post-Secondary<br>☐ L-T Training<br>☐ Armed Forces | | | | | | | | | | | | | | |
| Exits | | | | | | | | | | | | | | |
| Avg. Wage at Placement | | | | | | | | | | | | | | |
| Return to School | | | | | | | | | | | | | | |
| Completed:<br>☐ School<br>☐ GED<br>☐ Funds Leveraged | | | | | | | | | | | | | | |

**Staff Turnover.** A fundamental principle of WIA Youth Programs is the creation of sustained relationships between youth and caring adults. This continuity is often expressed in the continuity of staff. Of all the staff assigned to this project with WIA or leveraged funds in the past 12 months, what percentage were employed by your organization and assigned to the project on 3/31/03? _____. Please explain any turnover.

**Coalitions and Collaborations.** The WIA envisions a system of continuously improving services linked to other organizations serving youth to ensure every organization is a door into the system. Please describe any formal or informal linkages you have developed with other organizations serving youth and the specific purpose and outcome of that linkage.

# WIA YOUTH PERFORMANCE ANALYSIS

**Program Year 2002-2003**

**High-Risk Youth.** The WIA currently targets low income and specific populations of youth and the proposed reauthorization may more narrowly target services to the groups listed. Please indicate the number of youth in each of the high-risk categories at time of enrollment in your program:

☐ High School dropout_____ ☐ Foster Care_____ ☐ Juvenile Justice_____ ☐ Homeless_____

How many other high-risk youth does your program target? Describe the group and their risk factors in detail:

**Connection to Schools.** Research overwhelmingly indicates that completion of high school is the single greatest predictor of success in adult life. Please describe linkage you maintain with schools. Indicate the name and phone number of the SFUSD or other school contact:

| # | Program Elements | **Required Youth Development Program Elements.** If a program element, or a component of a program element, is provided in-house, you may attach a program description and curriculum where appropriate. If the program element, or a component of a program element, is provided through a partner agency, describe that linkage and attach a copy of a subcontract, MOU or Letter of Understanding, if available. |
|---|---|---|
| 1. | ❑ Tutoring<br>❑ Study skills training<br>❑ Instruction leading to completion of secondary school<br>❑ Dropout prevention strategies | |
| 2. | Alternative secondary school services | |
| 3. | Summer employment opportunities directly linked to academic and occupational learning | |
| 4. | ❑ Paid work experiences<br>❑ Unpaid work experiences<br>❑ Internships<br>❑ Job shadowing | |
| 5. | Occupational skills training | |
| 6. | ❑ Leadership development opportunities<br>❑ Community service<br>❑ Peer-centered activities encouraging responsibilities | |

| | | |
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| 7. | Supportive services | |
| 8. | Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months | |
| 9. | Follow-up services for not less than 12 months after the completion of participation | |
| 10. | Comprehensive guidance and counseling<br>Drug and alcohol abuse counseling | |

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

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|---|---|
| **Date:** | Thursday, April 24, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Auditorium<br>Community College District Office<br>33 Gough Street<br>San Francisco CA 94103 |

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**Issued: Thursday, April 17, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, APRIL 24, 2003**

1. Adoption of the Agenda (Action Item)
2. Adoption of the Youth Council Minutes (Action Item)*
3. San Francisco Unified School District Presentation (Discussion Item)
4. WIA Youth Funding Award Process (Discussion and Possible Action Item)*
5. Public Testimony on Non-Agenda Items (Discussion Item)
6. Future Agenda Items (Discussion Item)
7. Adjournment *(Action Item)*

Public Testimony will be allowed for each agenda item at the time that item is discussed.

*Information enclosed.

# YOUTH OPPORTUNITIES GRANT PROGRAM PERFORMANCE ANALYSIS

**Program Year 2002-2003**

| Contractor:<br><br>Contract Amount: | Brief Program Description: |
|---|---|
| Mission Statement Adopted by the Board of Directors: | |

| | Q1 – ending 9/30/02 | | | Q2 – ending 12/31/02 | | | Period ending 4/13/03 | | | Annualized | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Plan | Actual | % of Plan | Plan | Actual | % of Plan | Plan | Actual | % of Plan | Plan | Actual | % of Plan | Weight | Score |
| Enrollments | | | | | | | | | | | | | | |
| Carry in | | | | | | | | | | | | | | |
| New | | | | | | | | | | | | | | |
| Total | | | | | | | | | | | | | | |
| Education Completed:<br>☐ HS Diploma | | | | | | | | | | | | | | |
| ☐ GED | | | | | | | | | | | | | | |
| ☐ Vocational/Technical Credential | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Funds Leveraged | | | | | | | | | | | | | | |

| | Q1 | | | Q2 | | | Q3 | | | Annualized | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Plan | Actual | % of Plan | Plan | Actual | % of Plan | Plan | Actual | % of Plan | Plan | Actual | % of Plan | Weight | Score |
| Education Status:<br>☐ Entered vocational or technical training | | | | | | | | | | | | | | |
| ☐ Returned to regular high school | | | | | | | | | | | | | | |
| ☐ Entered alternative high school | | | | | | | | | | | | | | |
| ☐ Entered community college | | | | | | | | | | | | | | |
| ☐ Entered 4-yr college | | | | | | | | | | | | | | |
| Returned to School | | | | | | | | | | | | | | |
| Employment Status:<br>☐ Entered internship or subsidized employment | | | | | | | | | | | | | | |
| ☐ Entered short-term skills training | | | | | | | | | | | | | | |
| ☐ Entered short-term unsubsidized skills training | | | | | | | | | | | | | | |
| ☐ Placed in long-term unsubsidized employment | | | | | | | | | | | | | | |
| ☐ Replaced in a long-term unsubsidized employment | | | | | | | | | | | | | | |
| Avg Wage at Placement | | | | | | | | | | | | | | |

## YOUTH OPPORTUNITIES GRANT PROGRAM PERFORMANCE ANALYSIS

**Program Year 2002-2003**

**Staff Development.** What training has staff participated in during the contract term to increase their understanding of youth development principles and/or workforce preparedness? How are SCAN competencies supported in the workplace? Please indicate educational credentialing of staff working directly with youth.

**Coalitions and Collaborations.** The WIA envisions a system of continuously improving services linked to other organizations serving youth to ensure every organization is a door into the system. Please describe any formal or informal linkages you have developed with other organizations serving youth and the specific purpose and outcome of that linkage.

**High-Risk Youth.** The WIA currently targets low income and specific populations of youth and the proposed reauthorization may more narrowly target services to the groups listed. Please indicate the number of youth in each of the high-risk categories at time of enrollment in your program:

☐ High School dropout_____ ☐ Foster Care_____ ☐ Juvenile Justice_____ ☐ Homeless_____

☐ With disabilities_____ How many other high-risk youth does your program target? Describe the group and their risk factors in detail:

**Connection to Schools and/or Employers.** Indicate the number of youth served by your program that returned to school or was employed in an unsubsidized work experience. How many youth completed each program and what was the average participation rate? What was the level of parental involvement?

# YOUTH OPPORTUNITIES GRANT PROGRAM PERFORMANCE ANALYSIS

**Program Year 2002-2003**

| # | Pre-placement Activity | If a program element, or a component of a program element, is provided in-house, please provide a description and curriculum outline. (You may provide the description in the form of an attachment.) If a program element, or a component of a program element, is provided through a partner agency, describe that linage and attach a copy of a subcontract, MOU, or Letter of Understanding, if available. |
|---|---|---|
| 1. | ❑ Tutoring<br>❑ Study skills training<br>❑ Instruction leading to completion of secondary school<br>❑ Dropout prevention strategies | |
| 2. | Alternative secondary school services | |
| 3. | Summer employment opportunities directly linked to academic and occupational learning | |
| 4. | ❑ Paid work experiences<br>❑ Unpaid work experiences<br>❑ Internships<br>❑ Job shadowing | |
| 5. | Occupational skills training | |
| 6. | ❑ Leadership development opportunities<br>❑ Community service<br>❑ Peer-centered activities encouraging responsibilities | |

| | | |
|---|---|---|
| 7. | Supportive services | |
| 8. | Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months | |
| 9. | Follow-up services for not less than 12 months after the completion of participation | |
| 10. | Comprehensive guidance and counseling<br>Drug and alcohol abuse counseling | |

# WIA YOUTH PROGRAM PERFORMANCE ANALYSIS

**Program Year 2002-2003**

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
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| Enrollments | | | | | | | | | | | | | | |
| Carry in | | | | | | | | | | | | | | |
| New | | | | | | | | | | | | | | |
| Total | | | | | | | | | | | | | 20 | |
| Entered:<br>☐ Employment | | | | | | | | | | | | | | |
| ☐ Apprenticeship | | | | | | | | | | | | | | |
| ☐ Post-Secondary | | | | | | | | | | | | | | |
| ☐ L-T Training | | | | | | | | | | | | | | |
| ☐ Armed Forces | | | | | | | | | | | | | | |
| Total | | | | | | | | | | | | | 10 | |
| Skills Attainment | | | | | | | | | | | | | 10 | |
| Completed:<br>☐ High School or GED<br>☐ Approved credential | | | | | | | | | | | | | | |
| Return to School | | | | | | | | | | | | | 10 | |
| Avg. Wage at Placement | | | | | | | | | | | | | | |
| Exits | | | | | | | | | | | | | | |
| Funds Leveraged | | | | | | | | | | | | | | |

**Staff Turnover.** A fundamental principle of WIA Youth Programs is the creation of sustained relationships between youth and caring adults. This continuity is often expressed in the continuity of staff. Of all the staff assigned to this project with WIA or leveraged funds in the past 12 months, what percentage were employed by your organization and assigned to the project on 3/31/03? Please explain any turnover.

**(recommended, not weighted)**

**Staff Development.** What training has staff participated in during the contract term to increase their understanding of youth development principles and/or workforce preparedness? How are SCAN competencies supported in the workplace? Please indicate educational credentialing of staff working directly with youth.

**(recommended weight of 5)**

**Coalitions and Collaborations**. The WIA envisions a system of continuously improving services linked to other organizations serving youth to ensure every organization is a door into the system. Please describe any formal or informal linkages you have developed with other organizations serving youth and the specific purpose and outcome of that linkage.

**(recommended weight of 5)**

# WIA YOUTH PROGRAM PERFORMANCE ANALYSIS

**Program Year 2002-2003**

**High-Risk Youth.** The WIA currently targets low income and specific populations of youth and the proposed reauthorization may more narrowly target services to the groups listed. Please indicate the number of youth in each of the high-risk categories at time of enrollment in your program:

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☐ With disabilities_____ How many other high-risk youth does your program target? Describe the group and their risk factors in detail:

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**(recommended weight of 5)**

**Connection to Schools.** Research overwhelmingly indicates that completion of high school is the single greatest predictor of success in adult life. Please describe linkage you maintain with schools. Indicate the name and phone number of the SFUSD or other school contact:

**(recommended weight of 5)**

| # | Program Elements | **Required Youth Development Program Elements.** Please briefly describe how each of the program elements is provided to youth in your WIA-funded program. If a program element is not offered, indicated, "not offered". If a program element, or a component of a program element, is provided in-house, you may attach a program description and curriculum where appropriate. If the program element, or a component of a program element, is provided through a partner agency or by referral, identify that organization, describe that linkage and attach a copy of a subcontract, MOU or Letter of Understanding, if available. |
|---|---|---|
| 1. | ❑ Tutoring<br>❑ Study skills training<br>❑ Instruction leading to completion of secondary school<br>❑ Dropout prevention strategies | **(recommended weight of 3)** |
| 2. | Alternative secondary school services | **(recommended weight of 3)** |
| 3. | Summer employment opportunities directly linked to academic and occupational learning | **(recommended weight of 3)** |
| 4. | ❑ Paid work experiences<br>❑ Unpaid work experiences<br>❑ Internships<br>❑ Job shadowing | **(recommended weight of 3)** |
| 5. | Occupational skills training | **(recommended weight of 3)** |

# WIA YOUTH PROGRAM PERFORMANCE ANALYSIS

**Program Year 2002-2003**

| | | |
|---|---|---|
| 6. | ❑ Leadership development opportunities<br>❑ Community service<br>❑ Peer-centered activities encouraging responsibilities | **(recommended weight of 3)** |
| 7. | Supportive services | **(recommended weight of 3)** |
| 8. | Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months | **(recommended weight of 3)** |
| 9. | Follow-up services for not less than 12 months after the completion of participation | **(recommended weight of 3)** |
| 10. | Comprehensive guidance and counseling<br>Drug and alcohol abuse counseling | **(recommended weight of 3)** |

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

74.59
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124/03

## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Thursday, April 24, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | One Stop Annex |
| ***REVISED*** | 3119 Mission Street<br>San Francisco CA 94110 |

DOCUMENTS DEPT.

APR 24 2003

SAN FRANCISCO
PUBLIC LIBRARY

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

**AGENDA APPEARS ON THE REVERSE SIDE**

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE
### (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator
Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
415-554-7724 Fax: 415-554-5163
E-mail: donna_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at http://www.sfgov.org/bdsupvrs/sunshine.htm

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

If you require special accommodation due to a disability, please call Roberta Fazande at 415-923-4265 or TDD 800-735-2929 (CRS) at least 72 hours in advance.

**REVISED Issued: Tuesday, April 22, 2003**

*745 Franklin Street, Suite 200 • San Francisco, CA 94102-3228*
*Telephone 415.923.4003 • Fax 415.923-6966*
*www.picsf.org • e-mail: 411@picsf.org*

*1650 Mission Street, Suite 300 • San Francisco, CA 94103-2490*
*Telephone 415.431.8700 • Fax 415.431-8702*
*TDD 800.735.2929 (CRS)*

**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, APRIL 24, 2003**

1. Adoption of the Agenda (Action Item)
2. Adoption of the Youth Council Minutes (Action Item)
3. San Francisco Unified School District Presentation (Discussion Item)
4. WIA Youth Funding Award Process (Discussion and Possible Action Item)
5. Public Testimony on Non-Agenda Items (Discussion Item)
6. Future Agenda Items (Discussion Item)
7. Adjournment *(Action Item)*

Public Testimony will be allowed for each agenda item at the time that item is discussed.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

74.59

8/03

DOCUMENTS DEPT.

MAY - 2 2003

SAN FRANCISCO
PUBLIC LIBRARY

## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Thursday, May 8, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Department of Human Services<br>1650 Mission Street<br>Room 4 and 5<br>San Francisco CA 94103 |

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

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**Issued: Thursday, May 1, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, MAY 8, 2003**

1. Adoption of the Agenda (Action Item)
2. WIA Youth Funding Award Process (Discussion and Possible Action Item)*
3. Public Testimony on Non-Agenda Items (Discussion Item)
4. Future Agenda Items (Discussion Item)
5. Adjournment *(Action Item)*

Public Testimony will be allowed for each agenda item at the time that item is discussed.

*Information enclosed.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

**MEMORANDUM**

**TO:** YOUTH COUNCIL **DATE:** MAY 1, 2002

**FROM:** ROBERT SCHWAB

**SUBJECT:** CRITERIA FOR EVALUATING WIA YOUTH SUBCONTRACTOR PERFORMANCE

## BACKGROUND

At the March 2003 special Youth Council meeting, the Council discussed youth services process for awarding funds to subcontractors eligible to receive such fund based on a December 2001 RFP. At that meeting, the Council agreed to the concept of baseline or 'sustainability' funding combined with performance funding adjusted to available funds. In addition, the Council was presented a proposed contractor Performance Analysis template to be used for contractors to perform an analysis of their performance and guide the award of performance dollars. PIC staff was asked to prepare recommendations for the split between 'baseline' funding and 'performance' funding, as well as weights for each of the elements of the Analysis template.

At the April 9 Youth Council meeting, the Council adopted the funding approach that would base 75% of WIA 1B PY 2003-2004 funding on PY 2002-2003 funding for contractors in good standing, and 25% on performance. It was also agreed that the performance evaluation period should be based on the most current two quarters of performance for new contractors.

At the April 24 meeting, staff presented to the Youth Council a proposed 'good standing' criteria and weights for each of the performance review elements. The Council adopted 'good standing' criteria for WIA 1B contractors that required attainment of 30% of planned annual goals by 3/31/2003 for on-going contractors and 20% for new contractors.

At the same meeting (4/24) the Council discussed but did not adopt WIA 1D (YOG) 'good standing' criteria that require attainment of a 70% completion rate (or no more than a 30% dropout rate) of program participants that have reached the point of completion. In addition, staff recommended 'good standing' to require at least a 50% positive experience rating by youth served in the contractor's YOG program.

## GOOD STANDING CRITERIA

An enrollment attainment level was recommended as a 'good standing' criteria to qualify for the adopted 75% baseline funding as a way to ensure that the contractor has demonstrated the ability to implement a viable program design resulting in the recruitment, enrollment and engagement of youth. While this criterion is performance-based and is clearly the driving factor in the 25% performance component of the funding mechanism, staff believes that the Youth

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Council needs to consider some minimum level of performance when awarding the 75% baseline funding. Staff does not recommend a high level so as to respect the earlier Youth Council action to build a significant sustainability element into this renewal funding mechanism. In other words, staff supports a sustainability/performance approach to renewal funding but also believes that some level of performance is necessary to establish good standing, so as not to continue funding a program that has demonstrated an inability to perform under WIA Youth Development requirements. The level was set relatively low (30% on-going, 20% new) to sustain those organizations that have implemented a viable program, even if it is far from meeting its goals, as a way to allow development of system capacity and organizational potential.

The same concept applies to the YOG contractors, but employs different criteria: completion and customer satisfaction. Because some outreach, all eligibility and referral to the contractors is the responsibility of the PIC staff in the YOG program, a much higher performance level is suggested for the contractors. It is also important to note that, given the significant reduction in available funds in the fourth year of the YOG, contractor-funding recommendations will be largely based on service priorities and then on performance. This will allow more limited resources to be targeted to the contractors with the best performance in providing the most necessary or 'priority' services. Staff is currently gathering input from youth, youth development workers, community members, contractors and vendors regarding those service priorities.

**PERFORMANCE ANALYSIS WEIGHTS**

The Youth Council on 4/9/2003 adopted the attached WIA Youth Program Performance Analysis format and elements, and the Council asked staff to recommend values or weights for each of the elements. Staff has recommended that a 100-point scale be used with the weights shown in the shaded column. Staff also recommends that 50% of the performance funding be based on performance against goals (i.e., 'actual' versus 'planned'). Because programs are on-going, most weight (30 points) is given to enrollment (strong programs will have enrolled most of their participants by this time) with 10 points each given for each of the other outcome measures. An additional 20 points are divided among demonstrated progress in staff development, coalitions & collaborations, service to high-risk youth, and connections to schools. These are all equally important elements of organizational quality and capacity. These are weighted lower than the earlier numerical performance measures because contractual goals are not set in these areas and, with the possible exception of 'service to high-risk youth', are proxies for performance.

Finally, staff recommends that 3 points be assigned to successful implementation for each of the required WIA Youth Program elements. These elements are also equally important and represent the real core of a comprehensive youth development experience as outlined by the Workforce Investment Act. In total, they represent 30 points, or almost as much as the performance goals section. Staff expects that the weight of this section will increase in any future contractor or proposal evaluation. As PY 2002-2003 represented the first year of performance under full WIA Youth Program Design Criteria, and therefore a transition year for contractors, no more weight is recommended.

In summation, 50% of the performance Analysis value is given to contractual goal attainment, 20% to capacity building and service to high-risk youth, and 30% to implementation of the WIA Youth Development Program elements. Staff believes this represents a properly balanced approach to assessing an individual contractor's actual ability to serve youth, improve their quality of service, and implement a comprehensive youth program.

Formula

# WIA YOUTH PROGRAM PERFORMANCE ANALYSIS

**Program Year 2002-2003**

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|---|---|
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| Enrollments | | | | | | | | | | | | | | |
| Carry in | | | | | | | | | | | | | | |
| New | | | | | | | | | | | | | 30 | |
| Total | | | | | | | | | | | | | ~~20~~ | |
| Entered:<br>☐ Employment | | | | | | | | | | | | | | |
| ☐ Apprenticeship | | | | | | | | | | | | | | |
| ☐ Post-Secondary | | | | | | | | | | | | | | |
| ☐ L-T Training | | | | | | | | | | | | | | |
| ☐ Armed Forces | | | | | | | | | | | | | | |
| Total | | | | | | | | | | | | | 10 | |
| Skills Attainment | | | | | | | | | | | | | ~~10~~ | |
| Completed:<br>☐ High School or GED<br>☐ Approved credential | | | | | | | | | | | | | | |
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**Staff Turnover.** A fundamental principle of WIA Youth Programs is the creation of sustained relationships between youth and caring adults. This continuity is often expressed in the continuity of staff. Of all the staff assigned to this project with WIA or leveraged funds in the past 12 months, what percentage were employed by your organization and assigned to the project on 3/31/03? Please explain any turnover.

**(recommended, not weighted)**

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**Program Year 2002-2003**

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Formula

# WIA YOUTH PROGRAM PERFORMANCE ANALYSIS

Program Year 2002-2003

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| 5. | Occupational skills training | **(recommended weight of 3)** |

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**YOG**

# YOUTH OPPORTUNITIES GRANT PROGRAM PERFORMANCE ANALYSIS

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| Enrollments | | | | | | | | | | | | | | |
| Carry in | | | | | | | | | | | | | | |
| New | | | | | | | | | | | | | 40 | |
| Total | | | | | | | | | | | | | ~~20~~ | |
| Entered:<br>☐ Employment | | | | | | | | | | | | | | |
| ☐ Apprenticeship | | | | | | | | | | | | | | |
| ☐ Post-Secondary | | | | | | | | | | | | | | |
| ☐ L-T Training | | | | | | | | | | | | | | |
| ☐ Armed Forces | | | | | | | | | | | | | | |
| Total | | | | | | | | | | | | | 20 | |
| Skills Attainment | | | | | | | | | | | | | ~~10~~ | |
| Completed:<br>☐ High School or GED<br>☐ Approved credential | | | | | | | | | | | | | | |
| Return to School | | | | | | | | | | | | | 20 | |
| Avg. Wage at Placement | | | | | | | | | | | | | | |
| Exits | | | | | | | | | | | | | | |
| Funds Leveraged | | | | | | | | | | | | | | |

**Staff Development.** What training has staff participated in during the contract term to increase their understanding of youth development principles and/or workforce preparedness? How are SCAN competencies supported in the workplace? Please indicate educational credentialing of staff working directly with youth.

**(recommended weight of 5)**

**Coalitions and Collaborations.** The WIA envisions a system of continuously improving services linked to other organizations serving youth to ensure every organization is a door into the system. Please describe any formal or informal linkages you have developed with other organizations serving youth and the specific purpose and outcome of that linkage.

**(recommended weight of 5)**

YOG

# YOUTH OPPORTUNITIES GRANT PROGRAM PERFORMANCE ANALYSIS

**Program Year 2002-2003**

**High-Risk Youth.** The WIA currently targets low income and specific populations of youth and the proposed reauthorization may more narrowly target services to the groups listed. Please indicate the number of youth in each of the high-risk categories at time of enrollment in your program:

☐ High School dropout_____ ☐ Foster Care_____ ☐ Juvenile Justice_____ ☐ Homeless_____

☐ With disabilities_____ How many other high-risk youth does your program target? Describe the group and their risk factors in detail:

**(recommended weight of 5)**

**Connection to Schools and/or Employers.** Indicate the number of youth served by your program that returned to school or was employed in an unsubsidized work experience. How many youth completed each program and what was the average participation rate? What was the level of parental involvement?

**(recommended weight of 5)**

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## DRAFT MINUTES OF THE MAY 8, 2003 MEETING OF THE YOUTH COUNCIL OF THE WORKFORCE INVESTMENT SAN FRANCISCO BOARD (WISF)

The meeting was held on the Second Floor in Classroom 4 and 5 of the Van Ness Plaza located at 1650 Mission Street, San Francisco, California.

**PRESENT:**
Ann Cochrane, Kimberly Cousin, Bea Harris, Elizabeth Jackson-Simpson, Linda Rosel, Kar Yin Tham, Barbara Thompson, and Cedric Yap

**ABSENT:**
Margret Donahue, Lora Gay, Vanessa Johnson, Natalie Lopes, Vivian Stern Turner, Dana Serleth, Clare Trimbur and Daniel Whooley

**STAFF:**
Alice Chiu, Alfredo Fajardo, Glenda Gutierrez, Irene Kaufman, and Evie Valle.

**PUBLIC:**
Laurie Becton, Jennifer Berger, Roel Blanco, Dan Brajkovich, Sarah Cotton, Paul Gibson, Rhody McCoy, John Nauer, and Alvin Woo

Chair Cochrane convened the meeting at 4:30 P.M. with a quorum established.

**Motion to adopt the agenda was made by Cedric Yap and seconded by Dana Serleth.**
**Ayes: Kimberly Cousin, Bea Harris, Elizabeth Jackson-Simpson, Linda Rosel, Kar Yin Tham, Barbara Thompson, and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Chair Cochrane announced that future meetings of the Youth Council would be held at Kaiser, as arranged by Barbara Thompson.

Item 2 – WIA Youth Funding Award Process

Ms. Cochrane reminded the Council that they had requested from the previous meeting, a definition of "good standing" criteria. In a memorandum from Robert Schwab to the Council, it states:

> "An enrollment attainment level was recommended as a 'good standing' criteria to qualify for the adopted 75% baseline funding as a way to ensure that the contractor has demonstrated the ability to implement a viable program design resulting in the recruitment, enrollment and engagement of youth. While this criterion is performance-based and is clearly the driving factor in the 25% performance component of the funding mechanism, staff believes that the Youth Council needs to consider some minimum level of performance when awarding the 75% baseline funding. Staff does not recommend a high level so as to respect the earlier Youth Council action to build a significant sustainability element into this renewal funding mechanism. In other words, staff

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supports a sustainability/performance approach to renewal funding but also believes that some level of performance is necessary to establish good standing, so as not to continue funding a program that has demonstrated an inability to perform under WIA Youth Development requirements. The level was set relatively low (30% on-going, 20% new) to sustain those organizations that have implemented a viable program, even if it is far from meeting its goals, as a way to allow development of system capacity and organizational potential.

The same concept applies to the YOG contractors, but employs different criteria: completion and customer satisfaction. Because some outreach, all eligibility and referral to the contractors is the responsibility of the PIC staff in the YOG program, a much higher performance level is suggested for the contractors. It is also important to note that, given the significant reduction in available funds in the fourth year of the YOG, contractor-funding recommendations will be largely based on service priorities and then on performance. This will allow more limited resources to be targeted to the contractors with the best performance in providing the most necessary or 'priority' services. Staff is currently gathering input from youth, youth development workers, community members, contractors and vendors regarding those service priorities."

Mr. Schwab clarified that 'completion' was defined as 'active participation on the part of the youth in the various activities, set training, or curriculum provided by a subcontractor as set and negotiated by the contract staff and the subcontractor'. He informed the Committee that this allows staff to determine whether or not youth have successful completed a program or activity. Even if a youth finds a job outside the YO program on their own, it is considered a positive outcome, and then they will be in the two-year follow-up period. 'Negative exit' would be defined in this example as loss of contact with that youth.

**Motion to define YOG programs in 'good standing' as 70% of completion was made by Cedric Yap and seconded by Barbara Thompson.**
**Ayes: Kimberly Cousin, Bea Harris, Elizabeth Jackson-Simpson, Linda Rosel, Kar Yin Tham, Barbara Thompson, and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Weighting for the allocation methodology – Review of WIA (Formula) Youth Performance Analysis sheets and their description in the memo submitted by PIC staff to the Youth Council.

- Staff recommended that 50% of the performance funding be based on actual performance versus planned, with the focus on enrollment. Sixty percent of the weight on the first page is for enrollment. If one of the two other activity categories on the first page is not filled, and the weight of that activity section will be shifted – 60% of the 10 points not used should go to enrollment, and 40% should go to the activities category being recorded.
- 'Staff turnover' was taken off the Performance Analysis form as not recommended for utilization in the analysis process and focus was shifted to Staff Development.
- Staff Development, Coalitions & Collaborations, High-Risk Youth, and Connection to Schools all equally weighted at '5' points.
- Going forward the instructions for completing the "High-Risk Youth" numeric breakdown needs some additional clarification in the instructions

**Motion to adopt this weighting method with clarification on the 60-40 weighting and there be some consideration in the 'high-risk indicator'; category that credit be given whatever the youth's circumstances was made by Barbara Thompson and seconded by Cedric Yap.**
**Ayes: Kimberly Cousin, Bea Harris, Elizabeth Jackson-Simpson, Linda Rosel, Barbara Thompson, and Cedric Yap**
**Nays:**
**Abstentions: Kar Yin Tham**
**Motion passed.**

Weighting for the allocation methodology – Review of WIA (YOG) Youth Performance Analysis sheets and their description in the memo submitted by PIC staff to the Youth Council

PIC Staff Recommendations:

- 40 Enrollment; 20 for Employment; 20 for education or approved credential (50% of the analysis)

Five points each for the areas of capacity building (50% of the analysis)

Counter recommendation by Youth Council:

- 20 Enrollment; 30 for Employment; 30 for education or approved credential (50% of the analysis)
- Eliminate the section on "High Risk Youth" from the analysis, distributing those five points between Coalitions and Collaborations (at 7.5 pts) and Connection to Schools (7.5 pts) (50% of the analysis)

**Motion to adopt the above weighting method was made by Barbara Thompson and seconded by Cedric Yap.**
**Ayes: Kimberly Cousin, Bea Harris, Elizabeth Jackson-Simpson, Linda Rosel, Barbara Thompson, and Cedric Yap**
**Nays:**
**Abstentions: Kar Yin Tham**
**Motion passed.**

Chair Cochrane asked if there were public testimony on non-agenda items. There was none.

Kar Yin Tham asked that there be a discussion item for youth membership at the next meeting.

**Motion to adjourn meeting was made by Barbara Thompson and seconded by Da Cedric Yap.**
**Ayes: Kimberly Cousin, Bea Harris, Elizabeth Jackson-Simpson, Linda Rosel, Kar Yin Tham, Barbara Thompson, and Cedric Yap**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Meeting was adjourned at 5:45 P.M.

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Thursday, May 22, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Kaiser Permanente<br>4141 Geary Street, French Campus<br>First Floor, Conference Room #1<br>San Francisco CA |

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

**AGENDA APPEARS ON THE REVERSE SIDE**

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE
### (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator
Sunshine Ordinance Task Force
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
415-554-7724 Fax: 415-554-5163
E-mail: donna_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at http://www.sfgov.org/bdsupvrs/sunshine.htm

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

If you require special accommodation due to a disability, please call Roberta Fazande at 415-923-4265 or TDD 800-735-2929 (CRS) at least 72 hours in advance.

**Issued: Friday, May 16, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**

1. Adoption of the Agenda (Action Item)
2. Funding Recommendations, Workforce Investment Act, Title IB *(Action Item)**
3. Funding Recommendations, Workforce Investment Act, Title ID *(Action Item)**
4. Public Testimony on Non-Agenda Items (Discussion Item)
5. Future Agenda Items (Discussion Item)
6. Adjournment *(Action Item)*

Public Testimony will be allowed for each agenda item at the time that item is discussed.

*Action items materials to follow.

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

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| | |
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| **Date:** | Thursday, May 22, 2003 |
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**Issued: Monday, May 19, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**

1. Adoption of the Agenda (Action Item)
2. Adoption of Minutes of the Meeting on May 8, 2003 *(Action Item)**
2. Funding Recommendations, Workforce Investment Act, Title IB *(Action Item)**
3. Funding Recommendations, Workforce Investment Act, Title ID *(Action Item)**
4. Public Testimony on Non-Agenda Items (Discussion Item)
5. Future Agenda Items (Discussion Item)
6. Adjournment *(Action Item)*

Public Testimony will be allowed for each agenda item at the time that item is discussed.

*Information enclosed.

PRIVATE INDUSTRY COUNCIL
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**MEMORANDUM**

**TO:** WISF YOUTH COUNCIL **DATE:** MAY 19, 2003

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** PIC STAFF FUNDING RECOMMENDATIONS FOR WIA TITLE 1B SUBCONTRACTORS, PY 2003-2004

Background
On January 16, 2002, the Workforce Investment San Francisco (WISF) Board of Directors ratified the November 15, 2001 Youth Council action to adopt the youth services solicitation design elements, program elements, selection criteria and calendar of events for Workforce Investment Act (WIA) Title 1B and ID funds and any other funds the WISF Board allocates to youth activities. On December 14, 2001, the PIC issued a combined Request for Proposals (RFP) / Request for Qualifications (RFQ). The solicitation covers a period up to three years, beginning with the execution of the first agreement resulting from the solicitation.

At the March 2003 special Youth Council meeting, the Council discussed the youth services process for awarding funds to subcontractors eligible to receive such funding based on the December 2001 RFP. At that meeting, the Council agreed to the concept of baseline or 'sustainability' funding combined with performance funding adjusted to available funds. In addition, the Council was presented a proposed Performance Analysis template to be used by subcontractors to analyze their performance and guide the awarding of performance dollars. PIC staff was asked to prepare recommendations for the split between 'baseline' funding and 'performance' funding, as well as weights for each of the elements of the Analysis template.

At the April 9th Youth Council meeting, the Council adopted the WIA 1B Youth Program Performance Analysis format and elements and a funding approach that would base 75% of WIA 1B PY 2003-2004 funding on PY 2002-2003 funding for subcontractors in good standing (the sustainability share), and 25% on performance (the performance share). It was also agreed that the performance evaluation period should be based on the most current two quarters of performance for new subcontractors.

Good Standing Criteria
At the April 24th Youth Council meeting, staff presented the Youth Council proposed 'good standing' criteria and weights for each of the performance review elements. The Council adopted 'good standing' criteria for WIA 1B subcontractors that required attainment of 30% of planned annual goals by 3/31/2003 for on-going subcontractors and 20% for new subcontractors.

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Performance Analysis Weights

At the May 8th meeting the Youth Council adopted performance analysis elements funding weights such that 50% of the performance funding for the WIA Title 1B subcontractors be based on actual versus planned performance with the focus on enrollment, and that staff development, coalitions and collaborations, service to high-risk youth, and connection to schools all be equally weighted at '5' points. In addition, the Youth Council adopted performance analysis weights of 3 points for each of the ten program elements.

Strategic Considerations

The WIA requires that a minimum of 30% of WIA youth dollars be directed to out of school youth. The recommendations achieve a 74.33% allocation to subcontractors serving out of school youth. In addition, unlike WIA Title 1D (YOG) funds, WIA 1B has no residency requirement, but does have a low family income eligibility requirement. The recommendations provide for a geographic diversity and will serve many low-income areas of San Francisco.

Recommendations

Staff recommends that $1,893,934 of WIA Title 1B (Formula) funds be committed to the specific subcontractors as indicated in Table 1 for Program Year 03-04. This recommendation is contingent on the continuing availability for WIA Title 1B youth funds in an amount necessary to meet current and future needs and obligations.

Table I represents the numeric outcomes using this renewal funding process, including the Youth Council adopted 'good standing' criteria, sustainability/performance funding split, and performance analysis elements and weights.

The recommendation includes a proposed award of $40,000 for the International Institute of San Francisco. This organization is eligible for funding based on the solicitation process but was not awarded 1B funding last year. The Institute was awarded 1D funding, yet their program model is more appropriate for 1B services. Given their original proposal score, unique service model, population and geography served, combined with the necessary elimination of Mission Hiring Hall, staff recommends that the International Institute of San Francisco be considered for WIA 1B funding at the level indicated. PIC staff, upon adoption of funding amounts, will negotiate individual service levels, including the mix of carry over and new participants.

Staff further recommends that $100,000 of WIA 1B funds be set aside to support appropriate and necessary child care expenses of enrolled participants; that an additional $100,000 be set aside for other supportive services such as books, uniforms, and transportation; and finally that $35,000 be set aside for capacity-building and staff development.

TABLE I
PIC STAFF RECOMMENDATIONS
WIA TITLE 1B YOUTH PROGRAMS
July 1, 2003 - June 30, 2004

| | | | | | | | | PERFORMANCE ANALYSIS TALLIES | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Prpopsal #: | Proponent(s) | Requested RFP Amount | RFP Points | PY 02/03 Award | PY 02/03 Svc Level | In-School/Out-of School | PY 03/04 Recommended Base Funding | Enrollmentt | Entered | Return to School | Staff Dev | C & C | High-RiskYouth | Connection to Schools | Element 1 | Element 2 | Element 3 | Element 4 | Element 5 | Element 6 | Element 7 | Element 8 | Element 9 | Element 10 | Performanco Analysis Total Score | Dollar Amount Per Point | PY 03/04 25% Competitive Recommended Amount | PY 03/04 TOTAL RECOMMENDED AMOUNT | PY 03/04 REC SVC LEVEL |
| 99 | Jewish Vocational Service | $206,785 | 96 | $138,679 | 33 | I&O | $104,009 | 30 | 10 | 10 | 5 | 5 | 5 | 5 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 100 | $1,027 | $102.740 | $206,750 | 49 |
| 83 | Larkin Street Youth Services | $216,851 | 94 | $130.949 | 60 | OS | $98,212 | 28 | 6 | 2 | 5 | 5 | 5 | 5 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 85 | $1,027 | $87,329 | $185,541 | 85 |
| 36 | Young Community Developers * | $70.432 | 93 | $70.432 | 15 | IS | $52,824 | 36 | | 14 | 3 | 5 | 5 | 5 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 0 | 93 | $1,027 | $17,608 | $70,432 | 15 |
| 78 | Youth Treatment & Ed. Court | $349,993 | 92 | $97.327 | 17 | OS | $72,995 | 23 | 10 | 10 | 3 | 5 | 5 | 5 | 3 | 3 | 3 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 89 | $1,027 | $91,439 | $164,434 | 29 |
| 11 | Step School-to-Career | $500.000 | 91 | $125.606 | 56 | IS | $94,205 | 30 | 10 | 10 | 5 | 5 | 5 | 5 | 3 | 3 | 3 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 98 | $1,027 | $100.686 | $194.890 | 87 |
| 52 | Young Community Developers | $899.200 | 91 | $75,400 | 15 | OS | $56,550 | 30 | 0 | 10 | 3 | 5 | 5 | 5 | 3 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 0 | 83 | $1,027 | $85.274 | $141.824 | 28 |
| 108 | Asian Neighborhood Design | $429.948 | 91 | $119,799 | 15 | OS | $89,849 | 21 | 9 | 10 | 4 | 3 | 5 | 5 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 86 | $1,027 | $88.357 | $178,206 | 30 |
| 58 | Lavender Youth Rec. & Info. Ctr. | $206,700 | 90 | $76,303 | 20 | OS | $57,227 | 21 | 5 | 10 | 3 | 3 | 5 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 81 | $1,027 | $83,220 | $140,447 | 37 |
| 89 | Golden Gate Community, Inc. | $517,123 | 90 | $61.308 | 12 | OS | $45,981 | 30 | 14 | | 5 | 5 | 5 | 5 | 2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 91 | $1,027 | $93,494 | $139,475 | 27 |
| 8 | Horizons Unlimited of S.F. | $390,343 | 89 | $52.198 | 20 | I&O | $39,149 | 15 | 10 | 10 | 5 | 5 | 4 | 5 | 3 | 3 | 3 | 3 | 1 | 0 | 3 | 3 | 3 | 3 | 79 | $1,027 | $81,165 | $120,313 | 46 |
| 100 | Youth Chance High School[2] | $148.647 | 89 | $58.350 | 30 | OS | $0 | 0 | 0 | 0 | 2 | 3 | 5 | 5 | 3 | 3 | 0 | 1 | 0 | 3 | 0 | 3 | 3 | 2 | 33 | $0 | $0 | $0 | 0 |
| 9 | Mission Lang. & Voc. School | $281.974 | 88 | $78.044 | 25 | OS | $58,533 | 36 | 10 | | 5 | 5 | 5 | 5 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 96 | $1,027 | $98,631 | $157,164 | 50 |
| 2 | The Family School | $368.276 | 87 | $23.636 | 4 | OS | $17,727 | 30 | 10 | 10 | 4 | 3 | 5 | 3 | 0 | 0 | 2 | 1 | 2 | 3 | 3 | 0 | 3 | 2 | 81 | $1,027 | $83.220 | $100,947 | 17 |
| 106 | Ingleside Community Center[1] | $90,360 | 86 | $23.403 | 10 | I&O | $17,552 | 15 | 10 | 10 | | | | | | | | | | | | | | | 35 | $1,027 | $35,959 | $53,511 | 23 |
| | Mission Hiring Hall[3] | | | $53.863 | 9 | OS | $0 | 30 | 10 | 10 | 5 | 5 | 5 | 5 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 99 | $0 | $0 | $0 | 0 |
| 43 | International Institute of SF | $61,000 | 88 | | | IS | | | | | | | | | | | | | | | | | | | | | | $40,000 | 25 |
| | TOTALS: | $4,737,632 | | $1,185.297 | 341 | | $804,813 | | | | | | | | | | | | | | | | | | 1004 | | $1,049,121 | $1,893,934 | 549 |

| | | | |
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| **WIA Title 1B 2003-2004 Formula Youth Allocations** | | | |
| PIC Administration | 10% | $248,656 | |
| PIC Program Operations | 15% | $372,984 | |
| One Stop System Support | 13% | $323,253 | |
| Subcontractor Training & Support | 62% | $1,541,668 | |
| **TOTAL WIA TITLE 1B YOUTH 03/04 AWARD** | 100% | $2,486,561 | |
| | | | |
| Subcontractor Training & Support | | $1,541,668 | |
| 7/01-6/03 Uncommitted Funds | | 587,266 | |
| Subtotal | | $2,128.934 | |

| | |
|---|---|
| Childcare Expenses | $100,000 |
| Other Supp. Svc's, (Transp.Uniforms.Tools,Health,etc.) | $100.000 |
| Capacity Building/Staff Development | $35,000 |
| **PY 03/04 Total Recommended 75% Base Funding** | **$804,813** |
| Calculated 25% Competitive | $1,089,121 |
| Proposal #36 Adjustment * | $17,608 |
| *Adjusted to not exceed RFP proposed amount | |
| Recommendation to fund Proposal #43 | $40,000 |
| Recommended 25% Competitive Funding | $1,031,513 |
| **PY 03/04 Total Recommended Subcontract Funding** | **$1,893,934** |

FINAL SERVICE LEVELS WILL BE NEGOTIATED

[1] Numbers based on PIC MIS: no Performance Analysis submitted

[2] Did not meet 'good standing' criteria as established by the Youth Council

[3] Not eligible for funding in 2003-2004 - have been funded for 3 consecutive years and did not submit an RFP in PY 2002-2003

5/15/03

PRIVATE INDUSTRY COUNCIL
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**MEMORANDUM**

**TO:** WISF YOUTH COUNCIL **DATE:** MAY 19, 2003

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** PIC STAFF FUNDING RECOMMENDATIONS FOR WIA TITLE 1D SUBCONTRACTORS, PY 2003-2004

Background

On January 16, 2002, the Workforce Investment San Francisco (WISF) Board of Directors ratified the November 15, 2001 Youth Council action to adopt the youth services solicitation design elements, program elements, selection criteria and calendar of events for Workforce Investment Act (WIA) Title 1B and ID funds and any other funds the WISF Board allocates to youth activities. On December 14, 2001, the PIC issued a combined Request for Proposals (RFP) / Request for Qualifications (RFQ). The solicitation covers a period up to three years, beginning with the execution of the first agreement resulting from the solicitation.

Fifteen contractors were selected to provide a myriad of service offerings for a total of $3,500,000. In addition to this RFP, the Private Industry Council put in place a vendor system in March 2003. The vendor system allows for the PIC to identify and obtain needed and innovative services for eligible youth under the provisions of the Workforce Investment Act. Since the beginning of this program the Youth Opportunity system has contacted for $1,900,000 in vendor services. Finally, $1,000,000 was committed to site service agreements in the third year of YO! SF programming.

At the March 2003 special Youth Council meeting, the Council discussed the youth services process for awarding funds to subcontractors eligible to receive such funding based on the December 2001 RFP. At that meeting, the Council agreed to the concept of baseline or 'sustainability' funding combined with performance funding adjusted to available funds. In addition, the Council was presented a proposed Performance Analysis template to be used by subcontractors to analyze their performance and guide the awarding of performance dollars. PIC staff was asked to prepare recommendations for the split between 'baseline' funding and 'performance' funding, as well as weights for each of the elements of the Analysis template.

*Good Standing Criteria*

At the April 24th Youth Council meeting, the Council discussed, but did not adopt, WIA 1D (YOG) 'good standing' criteria that requires attainment of a 70% completion rate (or no more than a 30% dropout rate) of program participants that have reached the point of completion.

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*Performance Analysis Weights*
At the May 8th meeting the Youth Council adopted a revised weights breakdown for the first page of the Analysis form: 20 for enrollment; 30 for employment; 30 for education or approved credential (50% of the analysis). They also recommended the elimination of the section on "High Risk Youth" from the analysis, distributing those five points between "Coalitions and Collaborations" (at 7.5 pts) and "Connection to Schools" (7.5 pts) (50% of the analysis).

It is also important to note that, given the significant reduction in available funds in the fourth year of the YOG, contractor-funding recommendations will be largely based on service priorities and then on performance. This will allow more limited resources to be targeted to the subcontractors with the best performance in providing the most necessary or 'priority' services. Staff has gathered input from youth, youth development workers, community members, subcontractors and vendors regarding what those service priorities should be.

Discussion
Community meetings were hosted by the PIC staff at each of the four enterprise communities to gather input on service priorities of the four enterprise communities served by the program. These meetings brought together community residents, community based organizations, and other interested parties to provide feedback as to program design. This input resulted in the following service priority recommendations:

**Education**. Throughout all the enterprise communities' education as a pathway for career success was key. Communities yearned for educational support activities in the form of educational and academic counseling, on-site GED classes, tutoring, college preparation in the form of SAT preparation and college tours, and other services related to academic achievement.

**Employment and training**. Paid work experience is the most popular service provided by the Youth Opportunity program, nevertheless, community input supported a strong need for meaningful workplace learning and rigorous work experience standards. In addition, community input supported ongoing quality job readiness programs. On-the-job training as well as occupational skills training was also supported.

**Support Services**. These resources offer direct childcare assistance as well as other support provisions such as transportation, uniforms for specific trades, and books and materials for college classes, and allow members to participate in many community-funded programs that would otherwise not be accessible to them.

**Youth Incentives**. The communities understood and were sensitive to youth incentives. Community-based organizations and other direct service staff articulated the return on investment resulting in higher youth participation and completion.

Strategic Considerations
As the program approaches the fourth year of funding, the Department of Labor has mandated that the project focus on placements in the following areas as outcome goals:

- Internship/Subsidized Employment
- Occupational Skills Training
- Pre-apprenticeship training
- First time place in long-term
- Unsubsidized employment
- Job Corps
- Vocational/technical training
- Enrolled in Post-secondary education

In addition to the Department of Labor performance measures, the Private Industry Council staff needs to position the program to absorb the additional 668 youth projected to enter the Youth Opportunity program. After three years of continued recruitment, the program expects that 50% of the youth served in the program will be considered "out-of-school youth " and 50% will be considered an " in-school". To this end, program services will need to reflect both populations equitably. For example in the case of the in-school population, many youth with multiple barriers that have issues regarding truancy, involvement in the juvenile justice system and academic performance would benefit from prevention services such as, youth development programming could prove to be beneficial: including academic support, tutoring and paid work experience.

Similarly, the out of school youth population requires more intervention programs such as GED, educational support, subsidized training, employment programming and on-the-job training experiences. As the Youth Opportunity program matures and funding becomes more scarce, the need to position resources to ensure self-sufficiency for the Youth Opportunity members is paramount. The following chart summarizes proposed service priorities, service delivery approach and recommended funding amount.

| **YOG Service Delivery Approach** | **Proposed Funding Amount** |
|---|---|
| Childcare (newborn, infant/toddler, school-age) | $300,000 |
| Transportation (Fast passes, BART passes, tokens) | $120,000 |
| Youth-Related Expenses (uniforms, scholarship fund, participation in DOL initiatives) | $250,000 |
| Site Service Agreements (YMCA, MNC, AJ, Boys & Girls Club) | $575,000 |
| Service Subcontracts (JRT, Ed Support, GED, Youth Dev Programs, etc.) | $1,018,211 |
| Individual Referral/OJT Reimbursement | $233,093 |
| Total | $2,496,304 |

Recommendations

Staff recommends that $1,018,211 of WIA Title 1D (YOG) funds be committed to the specific subcontractors as indicated in Table 1 for Program Year 03-04. This recommendation is contingent on the continuing availability for WIA Title 1D youth funds in an amount necessary to meet current and future needs and obligations.

Table I represents the numeric outcomes using this renewal funding process, including the Youth Council adopted 'good standing' criteria, performance analysis elements and weights and combined sustainability/performance funding recommendations.

Staff further recommends that $233,093 of WIA 1D funds be set aside for Individual Referral / OJT reimbursement; that $300,00 be set aside to support appropriate and necessary child care expenses of enrolled participants; that an additional $120,000 be set aside for transportation; that $250,000 be set aside for youth related-expenses; and finally that $575,000 be set aside for site service agreements.

Table II depicts YO! SF revenue and expenditures for the first three years of the program, and includes proposed fourth-year funding levels based on the service priorities and service delivery approaches discussed above.

Table II: WIA TITLE 1D YOG 4th Year Budget Projections

| Revenue | | | |
|---|---|---|---|
| Yr 1 | | $7,000,000 | |
| Yr 2 | | $7,000,000 | |
| Yr 3 | | $5,250,000 | |
| Total | | $19,250,000 | |
| | | | |
| Actual Expenses | | | |
| Yr 1 | | $2,476,040 | 6/30/2001 |
| Yr 2 | | $6,253,837 | 6/30/2002 |
| Yr 3 | * expenses as of 3/03 | $6,644,592 | 3/31/2003 |
| Obligated | * expenses 4/1/03 to 6/30/03 | $3,114,463 | Est. 4/03 - 6/03 |
| Total | | $18,488,932 | |
| Expected Carry-over | | **$761,068** | |
| | | $19,250,000 | |
| | | | |
| Expected Carry-over | | | **$761,068** |
| Year 4 Allocation | | | $5,250,000 |
| Total | | | $6,011,068 6/30/2004 |

| | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 |
|---|---|---|---|---|
| Indirect | $ 23,195 | $ 238,240 | $ 250,638 | $415,276 |
| Salaries, Benefits, & Staff Development | 1,033,809 | 2,417,880 | 2,501,831 | $2,524,892 |
| Operations - office space, communication, supplies, equipment, security, MIS, marketing | 499,634 | 405,628 | 428,280 | $374,596 |
| Youth-related expenses - recreation, snacks, incentives, scholarships, | 61,060 | 81,898 | 71,260 | $250,000 |
| Transportation | 10,407 | 26,167 | 28,957 | $120,000 |
| | | | | |
| Individual referrals | 0 | 0 | 1,900,000 | $233,093 |
| Childcare | 0 | 88,240 | 412,624 | $300,000 |
| Site Service Agreements tutoring, basic skills, recreation, paid work experience, job readiness training, community service, occupational skills training | 278,049 | 562,969 | 756,687 | $575,000 |
| | | | | |
| Service Subcontracts educational support - tutoring, GED, college prep, paid work experience/internships, occupational skills training | 569,887 | 2,432,815 | 3,408,777 | $1,018,211 |
| | | | | |
| Total | $ 2,476,040 | $ 6,253,837 | $ 9,759,055 | $5,811,068 |
| | | | | |
| Fund Balance | | | | $200,000 |

**TABLE I**
**PIC STAFF RECOMMENDATIONS**
**WIA TITLE 1O YOUTH OPPORTUNITY GRANT PROGRAMS**
**July 1, 2003 to June 30, 2004**

| | | | | | | | PERFORMANCE ANALYSIS TALLIES | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| # | Proponent | Proposed Activity | Requested RFP Amount | RFP Points | PY 02/03 Award | PY 02/03 Svc. Level | IS/OS | Enrollmentt | Entered | Return to School | Staff Dev | C & C | Connection to Schools | Performance Analysis Total Score | 36.28% of Prior Yr Funding X Performance Analysis Score | PY 03/04 Recommended Amount | PY 03/04 Recommended Service Level |
| 9 | Mission Lang. & Voc. School | Basic Skills/VESL/Occupational Skills Training | $281.974 | 88 | $200.000 | 50 | OS | 20 | 30 | 30 | 5 | 7.5 | 7.5 | 100 | 0.36285519 | $72,571 | 20 |
| 113 | Young Scholars | College/SAT Prep/Leadership | $443.773 | 77 | $50.000 | 20 | IS | 27.5 | | 52.5 | 5 | 7.5 | 7.5 | 100 | 0.36285519 | $18.143 | 8 |
| 43 | International Institute of S.F. | Community Service/Leadership | $61.000 | 88 | $35.000 | 25 | IS | 1 | 30 | 30 | 5 | 7.5 | 7.5 | 0 | | $0 | 0 |
| 100 | Youth Chance High School | GED Prep/Leadership | $148.647 | 89 | $50.000 | 35 | OS | 2 | 30 | 30 | 2 | 5 | 0 | 69 | 0.25037008 | $12.519 | 9 |
| 105 | Mission Neighborhood Centers | GED Prep/Leadership | $698.412 | 83 | $250.000 | 36 | OS | 20 | 30 | 30 | 5 | 7.5 | 7.5 | 100 | 0.36285519 | $90.714 | 25 |
| 6 | The Family School | GED Prep/Leadership/Basic Skills/Parenting | $238.600 | 89 | $238.600 | 60 | OS | 20 | 30 | 30 | 5 | 7.5 | 7.5 | 100 | 0.36285519 | $86.577 | 23 |
| 39 | Young Community Developers | Internship/Subsidized Employment/JRT | $293.955 | 92 | $220.000 | 37 | IS | 27.5 | 52.5 | | 3 | 7.5 | 7.5 | 98 | 0.35559809 | $78,232 | 18 |
| 12 | Step School-to-Career | Internship/Subsidized Employment/JRT | $500.000 | 90 | $268,000 | 120 | IS | 80 | | | 5 | 7.5 | 7.$ | 100 | 0.36285519 | $97.245 | 44 |
| 82 | New Ways Workers | Internship/Subsidized Employment/JRT | $314.138 | 88 | $314.138 | 75 | IS | 27.5 | 52.5 | | 5 | 7.5 | 7.5 | 100 | 0.36285519 | $113.987 | 27 |
| 79 | Mayor's Yth Ed. & Emp. Prog. | Internship/Subsidized Employment/JRT | $780.097 | 86 | $546.067 | 140 | IS | 27.5 | 52.5 | | 5 | 7.5 | 7.5 | 100 | 0.36285519 | $198,143 | 51 |
| 8 | Horizons Unlimited of S.F. | Internship/Subsidized Employment/JRT | $390.343 | 89 | $200.000 | 75 | OS | 20 | 30 | 30 | 5 | 7.5 | 7.5 | 100 | 0.36285519 | $72.571 | 27 |
| $2 | Young Community Developers | Internship/Subsidized Employment/JRT | $899.200 | 91 | $258.000 | 40 | OS | 20 | 30 | 30 | 3 | 7.5 | 7.5 | 98 | 0.35559809 | $91,744 | 20 |
| 98 | Jewish Vocational Service | Internship/Subsidized Employment/JRT/(Youth w/disability) | $149.477 | 91 | $149.477 | 30 | IS/OS | 20 | 30 | 30 | 5 | 7.5 | 7.5 | 100 | 0.36285519 | $54,239 | 11 |
| 77 | Youth Treatment & Ed. Court* | Life Skills/AOD Treatment/Substance Abuse Counseling | $203.000 | 88 | $150.000 | 26 | OS | 0 | 0 | 0 | 3 | 7.5 | 7.5 | 0 | | $0 | 0 |
| 60 | Arriba Juntos | On-the-Job-Training (OJT) / Job Readiness Training (JRT) | $86.886 | 9$ | $86.886 | 20 | OS | 19 | 52.5 | | 5 | 7.5 | 7.5 | 92 | 0.33382677 | $31,527 | 9 |
| | | TOTALS: | $5.489.502 | | $3.016,168 | 789 | | | | | | | | 1257 | 0.36285519 | $1.018,211 | 292 |

**WIA Title 1O 2003-2004 YOG Allocations**

| | |
|---|---|
| Expected Carry-over from PY3 | $761.068 |
| PY 4 Allocation | $5.250.000 |
| **TOTAL WIA TITLE 1D YOG 03/04 AWARD** | **$6,011,068** |

**ANTICIPATED PY 4 OPERATING COSTS**

| | |
|---|---|
| Indirect | $415,276 |
| Compensation & Staff Development | $2.524.892 |
| Operations | $374.596 |
| **SUBTOTAL** | **$3.314,764** |

| | |
|---|---|
| Individual Referrals/OJT Reimbursement | $233.093 |
| Childcare | $300.000 |
| Youth-Related Expenses | $250.000 |
| Transportation | $120,000 |
| Site Service Agreements | $575.000 |
| Service Subcontracts | $1.018.211 |
| **SUBTOTAL** | **$2,496,304** |

**FINAL SERVICE LEVELS WILL BE NEGOTIATED**

*Did not meet 'good standing' criteria as established by the Youth Council.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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5/22/03

## DRAFT MINUTES OF THE MAY 22, 2003 MEETING OF THE YOUTH COUNCIL OF THE WORKFORCE INVESTMENT SAN FRANCISCO BOARD (WISF)

The meeting was held in Classroom 1 of Kaiser Permanente located at 4141 Geary Street, San Francisco, California.

**PRESENT:**
Elizabeth Jackson-Simpson, Natalie Lopes, Linda Rosel, Vivian Stern Turner, Kar Yin Tham, Barbara Thompson, Daniel Whooley and Cedric Yap

**ABSENT:**
Ann Cochrane, Kimberly Cousin, Margret Donahue, Lora Gay, Bea Harris, Vanessa Johnson, Nate Mason, Dana Serleth, and Clare Trimbur

**STAFF:**
Alice Chiu, Kimani Crum, Alfredo Fajardo, Glenda Gutierrez, Robert Hernandez, Irene Kaufman, Robert Schwab, David Taylor, Evie Valle, and Andy Veluswani

**PUBLIC:**
Jennifer Berger, Roel Blanco, Dan Brajkovich, Laura Congdon, Sarah Cootan, Monique Crawford, Melvin Escobar, Jeff Feinman, Paul Gibson, John Knox, Alan Kwok, Don Marcos, Monique Martin, Rhody McCoy, John Nauer, John Osaki, Bounlahung Phomspha, and Alvin Woo

Acting Chair Cedric Yap convened the meeting at 4:12 P.M. with a quorum established.

**Motion to adopt the agenda was made by Barbara Thompson and seconded by Daniel Whooley.**
**Ayes: Elizabeth Jackson-Simpson, Natalie Lopes, Linda Rosel, Vivian Stern Turner, Kar Yin Tham, Barbara Thompson, and Daniel Whooley**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Robert Schwab corrected the minutes: (Page 2, paragraph 3) "Mr. Fajardo corrected..."

**Motion to adopt the minutes from the May 8, 2003 meeting as amended above was made by Daniel Whooley and seconded by Barbara Thompson.**
**Ayes: Elizabeth Jackson-Simpson, Natalie Lopes, Linda Rosel, Vivian Stern Turner, Kar Yin Tham, Barbara Thompson, and Daniel Whooley**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Item 3 – Funding Recommendations, Workforce Investment Act, Title IB Youth

Staff reviewed the performance element of the 'good standing' criteria, including the split between sustainability and performance (75% / 25% split), and within that 25% amount, and the

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various categories within which the performance was rated (Table 1). Award amounts recommended by the staff were arrived at in the following manner:

Resource allocation numbers

- 10% for Administration was built into the grant by way of legislation under WIA
- 15% for Operations under WIA are considered 'program' costs: MIS functions, eligibility determination, support of the Youth Council, etc.
- 13% for One Stop by Board action, i.e., the share of youth funds coming to the PIC used to support the mandatory One Stop center operation in a community
- 7/01-6/03 Uncommitted Funds – prior year carryover money due to all of the contractors not billing out at the expected rate and savings from prior year One Stop share that was unexpended, and prior Admin expenses that were unexpended that can not be reallocated to Admin costs for a second year.
- Childcare Expenses funding level was recommended by staff based on PY3 expenses and projected expenses for PY4
- Other Support Services funding level was recommended by staff based on PY3 expenses and projected expenses for PY4
- Capacity Building/Staff Development was included at the recommendation of the Youth Council, with the level of funding recommended by the PIC staff (reflecting a balance between services deemed a priority, supportive services, and capacity building for the coming PY)
- 75% Base Funding was calculated at PY3 funding x .75 to provide sustainability funding (Column A in Table 1)
- Youth Chance High School did not meet the Council's criteria for 'good standing'
- Mission Hiring Hall was not eligible for funding in 2003-2004, having been funded for 3 consecutive years. (The PIC would have had to issue an RFP in order to fund this program.) They are in 'good standing' and will be eligible for funding under future RFPs.

Formulas used to calculate recommended award amounts: (using Table 1 handed out at the meeting)

Total Performance Analysis Total Scores (G) ÷ Initial 25% Competitive Funding = Dollar Amount Per Point (H) or
1004 ÷ $1,031,513 = $1,027

PY4 25% Competitive Recommended Amount (E) = Performance Analysis Total Score (G) x Dollar Amount Per Point (H) or E = G x H

PY4 Total Recommended Amount (F) = PY 03/04 Recommended Base Funding (B) + PY4 25% Competitive Recommended Amount (E) or F = B + E

- Young Community Developers' award had to be adjusted downward, as the PIC cannot award a subcontractor more than the original award requested. Therefore, their award was reduced by $17,608 and this was redistributed among the other subcontractors (using Table 1 handed out at the meeting):

[Performance Analysis Total Score (G) x Dollar Amount Per point (H) = PY4 25% Competitive Recommended Amount (I)] + PY4 Recommended Base Funding (B) = PY4 Total Recommended Amount (J) or

[G x H = I] + B = J

Staff also recommended that the International Institute of San Francisco be considered for funding under the WIA 1B (Formula) grant in the amount of $40,000 for PY 2003/2004, based on prior proposal scoring, being a strong model, and having a design that does not work well under the Youth Opportunity model but shows good potential under the 1B model. Staff noted that IISF applied for 1B and 1D funding initially, scored high in the original solicitation, and would have received funding were they considered for 1B at that time.

Mr. Yap asked if at some point staff can come back to share with the Youth Council what the criteria is for accessing dollars from the 'Other Support Services' funds and what the process is for subcontractors to request monies from those funds? Staff agreed to provide this information.

**Motion to accept the recommendations with the following amendment: $2,700 to be taken from each subcontractor with the exception of The International Institute of SF and Young Community Developers to be put into capacity building, and be considered part of the DOL's Youth Development Practitioner Institute and was seconded by Elizabeth Jackson Simpson.**
**Ayes: Elizabeth Jackson-Simpson and Cedric Yap**
**Nays: Linda Rosel, Barbara Thompson, and Daniel Whooley**
**Abstentions: Natalie Lopes, Kar Yin Tham, and Vivian Stern Turner**
**Motion failed.**

Public Testimony
*Jewish Vocational Services*
Paul Gibson spoke in support of original recommendation by the PIC staff to give the maximum amount to the contract agencies. Even with an increase in WIA 1B funding, there will be an overall cut in funding for combined 1B and 1D funding, potentially impacting on program sustainability. Recommends leaving in the maximum amount of the contract agencies and maybe building staff development into the individual contracts this year.

Youth Chance High School
Spencer Tolliver, Principal, requested an opportunity to present mitigating circumstances for his program not reflected in the performance analysis numbers.

Youth Cares of International Institute of SF
Jennifer Grogan, Associate Director, wanted to thank PIC staff and Youth Council for recommending their approval.

SFUSD School to Career Program
John Taylor expressed agreement with what Paul Gibson had said relative to concerns about putting money into staff development rather than their youth program.

Mission Language and Vocational School
Dan Brajkovich concurred with John Taylor and Paul Gibson's concerns, and expressed concern around reduced funding and growing waiting lists of youth seeking services this summer. Also inquired if any IR monies from last fiscal year could be available this fiscal year.

Mission Hiring Hall
Don Marcos wanted to know 1) if there were a way this body could make a special consideration for funding in their case, 2) questioned the switch from1D funding to 1B for the International Institute of SF.

*PIC Staff*: Should we, as we enter the new fiscal year, have more rollover funds than were anticipated, we will bring that to the Council's attention and either restore contractor amounts to offset the pro-rata share that we took out and do unilateral contract modifications.

**Motion to adopt the original recommendations was made by Daniel Whooley and seconded by Barbara Thompson.**
**Ayes: Linda Rosel, Barbara Thompson, and Daniel Whooley**
**Nays: Elizabeth Jackson-Simpson**
**Abstentions: Natalie Lopes, Kar Yin Tham, and Vivian Stern Turner**
**Motion passed.**

Item 4 - Funding Recommendations, Workforce Investment Act, Title ID
Funding recommendations involve not just the funding amounts to subcontractors, but also the allocation of discretionary resources among alternative approaches to securing what have been identified as priority services.

Staff recommendations were outlined in a handout labeled Table 2.

- Significant increase for PY3 to PY4 in 'Youth-Related Expenses' reflects increased focus and priority given to youth scholarships for tuition support and books.
- There is $200,000 labeled "Fund Balance". Staff projects carrying this money forward into PY5 to help offset the greatest reduction in funding in the grant.
- Youth Treatment and Education Court did not meet the 'good standing' criteria as established by the Youth Council, and therefore was not recommended for PY4 funding.
- International Institute of San Francisco's proposed activity, Community Service/Leadership, is no longer a service priority, and therefore was not recommended for PY4 funding, though they scored well in the Performance Analysis.

To determine at what level subcontractors would be funded in PY4, the total award for the coming year was divided by the total award in the current funding year, giving a percentage of 0.36285519 ($1,018211 ÷ $2831268 = 0.36285519). This would distribute the reduction in funding equitably across all subcontractors. Then the following calculation was performed for each subcontractor individually:

PY3 award x 0.36285519 x their Performance Analysis Total score (converted to a decimal), e.g.,

| | | | |
|---|---|---|---|
| $200,000 | 0.36285519 | 100 | $72,571 |

*How does this proposal address the need for planning for a declining fund? And if it does, which parts?*

- Staff will be seeking some guidance and leadership from the Youth Council in this area
- Infrastructure and relationships the program has tried to create from the onset and are still developing
- More planning needed; funds in this grant cannot be used for fundraising or grant writing
- There is a meeting with Department of Human Services on 5/27 about an HUD grant that would potentially begin to pick up some of this shortfall and staff is beginning to position the PIC to apply for the DOL Challenge Grant that will be replacing the WIA
- Synergistic relationships are being created through site service agreements

*Original Motion (Liz)*: Recommendation that $140,000 reclaimed from Indirect Costs, originally to go into the IR pool is reallocated into Service Subcontracts. In addition, the Childcare costs are reduced by $100,000 and the Youth-Related Services be reduced by $60,000 to increase the agency pool by $300,000 to support those organizations who are not realizing the increase from the WIA 1B grant.

Staff recommended pooling the allocations for Childcare, Youth-Related Expenses and Transportation, decreasing the pool by $160,000 (leaving a total of $510,000), to be reallocated into the Service Subcontracts line item. This $160,000 re-allocation would be divided equally among four subcontractors who did not benefit from the additional funding under WIA 1B: Young Scholars ($58,143), Youth Chance High School ($52,519), New Ways Workers ($153,987), and Mayor's Youth Education & Employment Program ($238,143). The amount of $140,000 (recovered from reduced indirect costs) will be added to the Individual Referrals/OJT Reimbursement line item for a total of $373,093.

**Motion to adopt the recommendations with the above amendments was made by Elizabeth Jackson-Simpson and seconded by Barbara Thompson.**
**Ayes: Elizabeth Jackson-Simpson and Barbara Thompson**
**Nays: None**
**Abstentions: Vivian Stern Turner and Natalie Lopes**
**Motion passed.**

**Motion to adjourn meeting was made by Elizabeth Jackson-Simpson and seconded by Barbara Thompson.**
**Ayes: Elizabeth Jackson-Simpson, Natalie Lopes, Vivian Stern Turner, and Barbara Thompson**
**Nays: None**
**Abstentions: None**
**Motion passed.**

Meeting was adjourned at 7:00 P.M.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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cancelled

Please note that the Youth Council Meeting scheduled for June 26, 2003 is cancelled.

The Committee is scheduled to meet on July 24, 2003.

Thank you for your immediate attention.

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Thursday, July 24, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Kaiser Permanente<br>Conference Room 1<br>4141 Geary Street<br>San Francisco CA |

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**Issued: Thursday July 17, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, JULY 24, 2003**

1. Adoption of the Agenda (Action Item)
2. Adoption of Youth Council Minutes from the Meeting Held on May 22, 2003 (Action Item)*
3. Resumption of Strategic Planning Process (Discussion Item)
   A. Review of planning steps to date
   B. Recap youth needs presentations
   C. Identify what we know and what we need to know
   D. Discuss action steps and appoint planning group
   E. Adopt critical framework for retreat
   F. Establish timeline
4. Public Testimony on Non-Agenda Items (Discussion Item)
5. Future Agenda Items (Discussion Item)
6. Adjournment *(Action Item)*

Public Testimony will be allowed for each agenda item at the time that item is discussed.

*Information enclosed.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

4.59
8/03

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## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## STRATEGIC PLANNING WORKGROUP
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Thursday, August 28, 2003 |
| **Time:** | 2:00 p.m. – 6:00 p.m. |
| **Location:** | Van Ness Plaza<br>1650 Mission Street, 2nd Floor<br>Classroom Room 1<br>San Francisco CA 94103 |

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

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### (Chapter 67 of the San Francisco Administrative Code)

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**Issued: Thursday August 21, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, AUGUST 28, 2003**

1. Review Historical Youth Council Presentation for Inclusion of Strategic Plan
2. Outline Client Flow Framework to Direct Discussion of Outcomes
3. Identify Strategic Outcomes for Investment Planning
4. Draft Strategies Against Impact, Influence, and Leverage
5. Next Steps Clarifications
6. Adjournment

Public Testimony will be allowed for each agenda item at the time that item is discussed.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

74.59

925/03
cancelled

# IMPORTANT NOTICE

Please note that the Youth Council Meeting scheduled for Thursday, September 25, 2003 is cancelled.

The Youth Council is scheduled to have their Retreat on October 3, 2003 from 10 AM to 4 PM at 1650 Mission Street, 2nd Floor in Classroom 2 and 3.

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Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## STRATEGIC PLANNING WORKGROUP
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

| | |
|---|---|
| **Date:** | Friday, October 3, 2003 |
| **Time:** | 10:00 a.m. – 4:00 p.m. |
| **Location:** | Van Ness Plaza<br>1650 Mission Street, 2nd Floor<br>Classroom Room 2 & 3<br>San Francisco CA 94103 |

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**Issued: Thursday September 25, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**FRIDAY, OCTOBER 3, 2003**

| | |
|---|---|
| 10:00 | 1. Welcome and overview of the day |
| 10:15 | 2. Legislative authority and role overview |
| 10:30 | 3. Overview of working group's discussion and priorities |
| 11:00 | 4. Framing the future opportunities and benefits of a youth council |
| 12:00 | 5. Lunch break |
| 1:00 | 6. Performance standards and outcomes<br>Place-based<br>System improvements<br>Individual/customer measures |
| 2:00 | 7. Operating principles and decision making protocols |
| 3:00 | 8. Review timeline and application of the strategic plan |
| 4:00 | 9. Adjournment |

7/24

# Reclaiming Disconnected Youth

Michael Wald and Tia Martinez

There are currently 4 million fourteen-year old youth in the United States. Ten years from now, when they will be young adults, over 90% will have made a successful transition into early adulthood, at least in the basic sense of being able to connect on a regular basis with the labor force, having established adequate social relationships, and not suffering from major mental health or substance use problems.[1]

However, between 250,000 to 300,000 of these youth, approximately 6-8%, will reach age 25, an age at which most young adults are working fulltime and benefiting from close interpersonal relationships, without having connected successfully with work; many of these young adults also will lack adequate social relations or social support systems.[2] Of this group, half of the males will be in prison; 80% of the women will be single mothers living in poverty. From both an economic and social perspective, they will be "disconnected".[3] Many will spend much of their lives unemployed or marginally employed and isolated from social support networks.[4]

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[1] There are many possible goals for social policy towards children and youth. Eight seem particularly important. At a minimum, the members of any cohort of children would reach age 25 not incarcerated, capable of being self-sufficient, not suffering from a major, preventable physical or mental illness (including addictions), embedded in a social support network, and an adequate parent, if they have a child. In addition, we might hope that each individual has acquired the skills and credentials to earn at least 2 or 3 times the poverty level, feels like a valued member of society, and has an interest in civic involvement. We focus on the minimal goals in this paper.

[2] See, Brett Brown, A Portrait of Well-being in Early Adulthood (unpublished paper, Child Trends 2003.) In an earlier study, Brown examined the outcomes for a cohort of youth surveyed regularly between ages 16 and 24 during the 1980's. He found that approximately 40% of the group experienced at least half a year of unemployment at some point between ages 16-24; however, less than six percent of the men and eight percent of the women were unemployed for more than a full calendar year. See B. Brown, Who Are America's Disconnected Youth? (unpublished paper, Child Trends,1996) at .
Age 25 is an arbitrary line. Life does not end at 25. We have picked achieving connection by 25 because this is an age when most young adults have achieved self-sufficiency and established their own households. It also is likely that there are significant development differences between younger adults and those over 25 that are relevant in the design of programs

[3] See, Douglas Besharov, America's Disconnected Youth (1999). Commentators have used the term "disconnected" in various ways. Some use the term to refer to any youth out of school and out of the labor force. As we discuss later, we believe that this is too broad a definition. The majority of youth unemployed at any given time do not experience lengthy unemployment and most are embedded in social support networks. We reserve the term for those youth who are likely to have substantial difficulty connecting with the labor force and social support networks. It is far easier to assess labor force activity than it is to measure social support; there are not much data on the later. We base our conclusions regarding social support more on ethnographic research.

[4] There is very little research following a cohort of disconnected youth into later life. Brown's analysis of the 1979 NLSY cohort found that while half of all youth who were out of school and out of work for three years between the time they were 18 and 24 were still disconnected at age 27,half were successfully employed at age 27; many were also married. See B. Brown, Who Are America's Disconnected Youth? (unpublished paper, Child Trends, 1996) at . Through perseverance and personal change, many people manage to alter their lives.

Virtually all adults not "making it" by age 25 begin the process of disconnection much earlier, usually before age 19. As described below, at least 800,000 of the four million 14 years olds will be drop out of school; approximately fifteen percent of youth ages 14-24 years old are at high risk not making it by age 25 at any given time[5]. These youth are not attached to school or the labor force; many are incarcerated.

There are compelling reasons to increase societal attention to these youth.[6] Helping them become productive and emotionally stable would produce enormous social benefit. They now contribute little to the economy. Rather, as a group, they impose significant social costs, including criminal activity and the use of very expensive services. Nearly all of the women are, or will become, mothers. Many have difficulty providing adequate care; their children experience numerous problems and often end up in foster care.

The moral case for not abandoning these youth is equally compelling. These youth deserve far more than we give them. Most are the victims of society's neglect. The great majority grew up in very poor households. Many were abused or neglected by their families. They have been the victims of failed schools, failed child welfare systems and failed neighborhoods. Their poor outcomes are exactly what is predicted when children grow up under these circumstances.

Moreover, while we estimate that between 6-8 of the overall youth population do not make by age 25, it is closer to 20-25% of African-American males. See Table 1. Youth from other minority groups also are at increased risk. It is highly unlikely that our society will ever achieve racial justice if it abandons this group.

Some commentators believe that trying to alter the lives of older youth is too difficult and therefore resources should be invested primarily in younger children or that, if there is a focus on adolescents, the emphasis should be on prevention of dropping out of school and delinquency. Prevention is seen as more efficient than after the fact intervention. Most public and private funding reflects these priorities.

It would be a mistake to focus only on prevention. While such programs eventually may reduce the number of disconnected adults, it will be many years before these programs bear fruit. In the meantime, there are large numbers of youth already disconnected. Many of these youth will become incarcerated and unable to contribute to society. Society will continue to see major differences in outcome along racial lines. Moreover, helping disconnected youth who are parents is necessary to prevent their children from experiencing the same problems. The most successful early childhood programs all have

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[5] The percentage of youth who will be at risk at some point during the period they are 14-24 is considerably higher-at least 25%. However, since many youth who are at risk between the ages of 14-18 reconnect before they are 24, the proportion of 14-24 needing services at any given time is lower than the percentage ever at-risk.

[6] We believe that programs to help people connect should be available to those over 25 as well. However, the earlier we reach disconnected youth, the more likely that they will not become incarcerated. In addition, they are the parents of the most at risk young children; it is very important to help these parents while their children are very young. Thus priority should be given to programs focused on teens and young adults.

included a focus on the parents as well as the child. In addition, ignoring disconnected youth ignores the dynamics of very poor neighborhoods—many of these youth are street role models for younger kids; lure younger kids into the gangs and drugs; and keep crime and school failure rates high enough to ensure that businesses do not enter the neighborhood. Putting them in jail is little deterrent to them and—as we are now seeing across the country—when released they return to their communities. Thus, ignoring them ignores a major force working against other investments in poor communities.

In fact, there is reason to believe that these programs can be effective, and as cost effective as programs focused on young children.[7] Most such youth want to connect. For example, approximately half of all high school dropouts return to school or obtain a GED by the time they are 25.[8] However, there is far too little in the way of support to help these youth connect.

What is needed is the development of a **system** of services dedicated to helping these youth connect to positive institutions. The services must be available to each youth until he/she has "made it."

It must be recognized that almost all youth require support until they have connected successfully with the labor force, which often does not occur until the mid-twenties. Most young adults experience periods of unemployment. Fortunately, the majority of successful youth are embedded in networks--families, friends, and communities--that provide guidance, support, and help when these youth face the crises that are an inevitable part of the transition. These support networks enable them to access programs and services that promote their development. They convey cultural expectations, as well. In contrast, most disconnected youth have no support systems, including family support, to help them through the difficult transition to adulthood.

The lack of societal support for disconnected youth should be contrasted with the extensive support provided to the best situated, most likely to succeed young adults--the 25-30 percent of all youth who attend four-year colleges and obtain Bachelor degrees. Most of these youth receive strong family support; the majority live in higher income households. Beyond what their parents provide, our society invests of billions of dollars in these youth and provides them with an extensive support system. At college, they are provided room and board, health and mental health services, and have dorm counselors to guide them. They have the best-paid and most highly qualified teachers. There are career counseling offices; on campus; often employers come to campus to recruit. Many receive scholarship aid or benefit from the public subsidies of tuition at public universities. They are among peers who encourage and facilitate their progress. Colleges also convey to their students a sense of being special, quite the opposite of the message conveyed to the disconnected, most of who have internalized a sense of failure. While students attending two-year colleges have much less in the way of support services, they too benefit from a system designed to aid their development and transition. The challenge is to create such a

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[7] See, Lynn Karoly; Caring For Our Children and Youth: An Analysis of Alternative Investment Strategies (unpublished draft)

[8] NELS

system of support and opportunity for disconnected youth and to attract the youth into it.[9]

In this paper, we address several issues relevant to developing a system of services designed to help those youth least likely to make a successful transition by age 25. We begin by identifying those groups of youth at highest risk of long-term disconnection. This is critical for developing policies and programs and deciding how to target such programs. Research indicates that the youth that are unlikely to eventually connect successfully differ in important ways from other unemployed/out of school youth. For example, they have lower basic literacy and fewer years of formal schooling, they often have a history of behaviors that get them in difficulty-suspended or expelled from school and arrested, they are more likely to have mental health or substance use problems or other disabilities, they are far more likely to reside in neighborhoods where many other residents are unemployed, and among the women they are far more likely to be single mothers of young children.[10] Programs and policies designed to serve the general population of adolescents or unemployed young adults are not likely to adequately serve the needs of those at highest risk of long-term disconnection. We also try to create a reasonable estimate of the number of high-risk youth, since this is necessary to estimating the costs of interventions designed to help these youth connect, as well as the potential benefits that would be achieved through successful interventions.

We conclude that the vast majority of youth who do not make a successful transition fall within four groups: those who do not complete high school, youth deeply involved in the juvenile justice systems, young, unmarried mothers, and adolescents who experience foster placement (some fall in all four groups). Youth in any of these statuses should be a major focal point of public policy. There needs to be substantial improvement in the current systems that work with these youth-with the goal of reconnecting them to school and social support to the maximum degree possible. Ideally, this would occur before they become adults, with support provided until they have made a successful transition. There also must be a much stronger commitment to helping young adults, 18-24, who are having substantial difficulty connecting with the labor market.

**Identifying the At-Risk Population**

There are 40 million youth ages 14-24 in the U.S. We are concerned with identifying those youth likely to face long periods of unemployment and to be marginally connected to support systems. This would enable targeting of programs and dollars to the populations most in need of services.

It is not possible to predict, with a high degree of accuracy, whether an *individual* youth is likely to experience long-term joblessness and social isolation. For example, the fact that a young adult is unemployed does not tell us much. Since the 1970's, the labor market situation of non-college educated youth has worsened considerably in the U.S.

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[9] Those young adults who graduate high school and try to enter the labor market directly face formidable obstacles, without much of a public support system. The issues confronting this group were thoughtfully discussed nearly fifteen years ago. See, The Forgotten Half (W.T. Grant Commission 198)

[10] Brown, Freeman

and throughout the world, both in terms of the likelihood of experiencing periods of unemployment and in terms of wages.[11] Throughout the past twenty years, between 4 and 6 million young adults (between 14 and 18% of the age group) have been out of work at any given time, depending on general economic conditions.[12] Young workers suffer the highest rates of unemployment during periods of high overall unemployment. At times, macro-economic conditions leave even those people with reasonable job skills unemployed for relatively long periods of time.[13] Any period of involuntary employment is potentially problematic for young adults. Still, most youth eventually connect successfully with the labor force and most unemployed youth are not disconnected from social support systems.

While it is not possible to identify individuals, studies that have followed a cohort of youth from adolescence into early adulthood,[14] plus data from cross-sectional studies looking at the characteristics of long-term unemployed and incarcerated youth, it is possible to identify groups of youth at high risk. We believe that virtually all youth who will not make it by age 25 fall into one of the four groups of youth identified previously – dropouts, those in the juvenile justice, criminal justice or child welfare systems, and young mothers.

*Dropouts.* Of the four million current 14 year olds, between 75 and 80% will graduate high school with a regular degree. Approximately 28%, a little over a million, will go on to obtain a bachelors degree. Another 30 percent will complete 1-3 years of college and approximately 20 % will graduate high school and not go on to college. However, between 20 and 25% will dropout of high school-*nearly as many those who obtain a BA.* See Table 2.

**Table 2: Educational Attainment Among Native Born and Foreign Born Young Adults (Ages 24-26)**
**by Race and Hispanic Origin**

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[11] See David Blanchflower and Richard Freeman, "The Declining Economic Status of Young Workers in OECD Countries", in D. Blanchflower and R. Freeman, **Youth Employment and Joblessness in Advanced Countries** (NBER 2000) chapter One.

[12] There were 5.7 million unemployed 16-24 year olds in 1992, 4.8 million in 1998, and 5.2 million in 2002. The percentages ranged from 14 to 18 % of each cohort. Andrew Sum et.al., "Left Behind in the Labor Market: Labor Market Problems of the Nation's Out-of School, Young Adult Populations" (unpublished paper, Center for Labor Market Studies, Northeastern University, January 2003) pp.

[13] Disadvantaged youth without a high school diploma youth are especially vulnerable to bad economic times. Such youth (especially African American men) did not fare well during the economic boom of the 1990's and have been most vulnerable to layoffs during the most recent economic downturn. See Paul Offner and Harry Holzer, "Left Behind in the Labor Market: Recent Employment Trends Among Young Black Men" (The Brookings Institution, Survey Series, April 2002).

[14] The most extensive analysis is by Brett Brown, who examined the transitions into adulthood of the participants in the 1979 National Longitudinal Study of Youth. This study looked at a sample of youth who were between the ages of in 1979. They were all interviewed at that time and on a regular basis for the next years. Thus, it is possible to see how they fared when they were ages-- This study enables us to draw some conclusions about trajectories. However, more recent cohorts of youth face a different economic structure, with education assuming greater importance. In addition, changes in welfare policy alter the situation for women. The current youth population also reflects the impact of immigration policy; far more youth are immigrants, primarily from Mexico.

| | Some High School or Less | GED Recipient | High School Graduate | Some College, No Degree or AA Degree | Bachelor's Degree or Higher |
|---|---|---|---|---|---|
| **Native Born** | 7.8 | 5.0 | 27.0 | 31.3 | 28.9 |
| **Race/Ethnicity**[1] | | | | | |
| White, non-Hispanic | 5.7 | 4.6 | 26.4 | 31.0 | 32.4 |
| Black, non-Hispanic | 12.6 | 5.9 | 27.8 | 37.2 | 16.6 |
| Hispanic | 16.5 | 7.8 | 31.5 | 28.3 | 16.0 |
| Asian or Pacific Islander | 4.6 | 0.0 | 14.5 | 37.7 | 43.3 |
| American Indian | 25.9 | 4.4 | 40.8 | 13.9 | 15.0 |
| **Foreign Born** | 29.9 | 3.8 | 19.6 | 22.0 | 24.7 |
| **Race/Ethnicity**[1] | | | | | |
| White, non-Hispanic | 10.0 | 0.0 | 13.8 | 33.0 | 43.3 |
| Black, non-Hispanic | 9.1 | 3.9 | 30.6 | 29.5 | 26.9 |
| Hispanic | 51.4 | 5.8 | 23.2 | 15.3 | 4.3 |
| Asian | 6.1 | 1.9 | 11.3 | 26.0 | 54.7 |

[1] People of Hispanic origin may be of any race

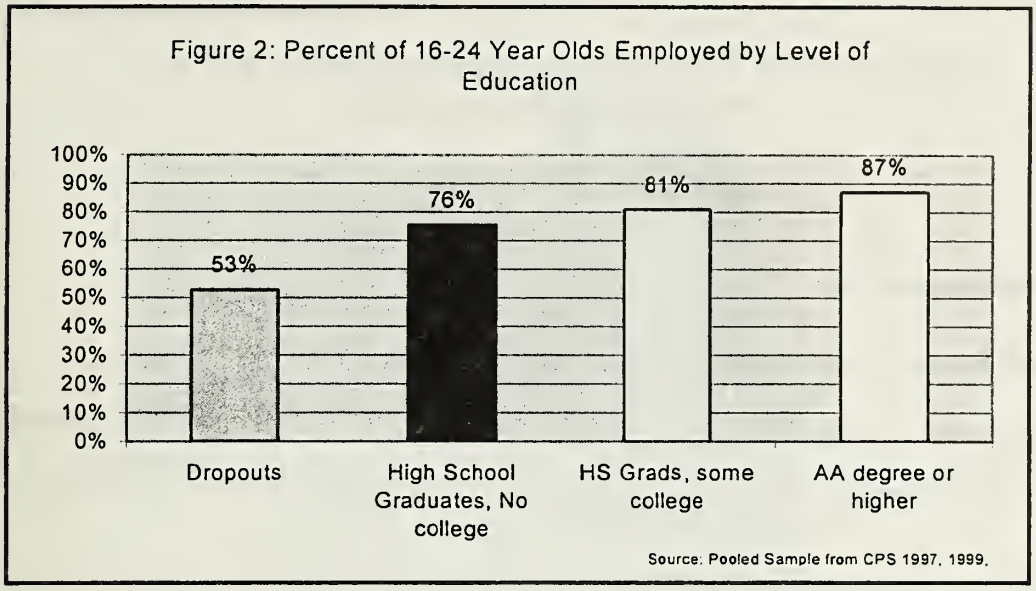
Source: Original analysis by Child Trends of 2001 Current Population Survey Data

Virtually all youth who attend college make it, in our basic sense, without much difficulty. While not all these youth complete their schooling, almost all connect with the labor force in a relatively straightforward trajectory.

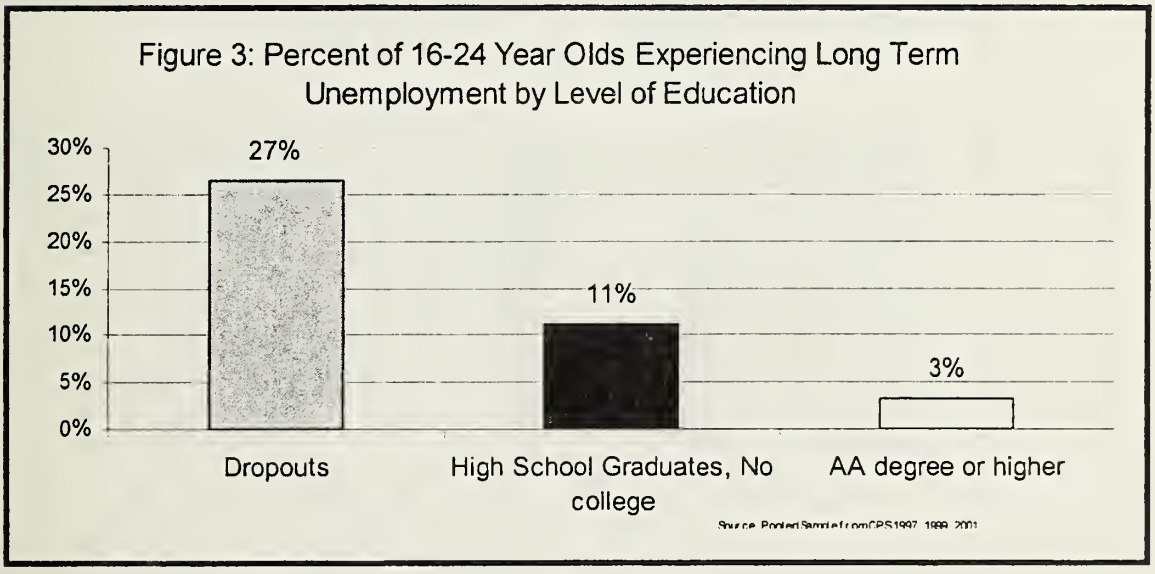
In contrast, youth that dropout of high school are at very high risk of long-term disconnection. The percentage of dropouts is extraordinary- at least 20% of all native-born youth do not obtain a regular high school degree, although about half of all dropouts eventually obtain a GED or another type of alternative certificate. [15] While the majority of high school dropouts do manage to eventually connect with the labor force, the great majority experience long periods of unemployment. One study that followed a large group of high school aged youth from 1979 until 199 found that 80% of all those without a high school diploma were unemployed for at least a year; half were disconnected from

[15]When we talk about dropouts we are actually referring to people over age 16, not in school, and lacking a high school degree. This definition poses two problems. First, some people with a high school degree did drop out of school and received a GED. Many young adults in this group are at high risk of disconnection. In contrast, the group includes many immigrant youth who came to the U.S. as teens or older. Many of these youth never entered a U.S. school. Most have jobs and are not at risk of disconnection Issues in estimating dropouts

the labor force for 3 or more years between their 18th and 25th birthdays[16]. In recent years, during the period 1996-2001, a time of very low unemployment, nearly half of all dropouts were unemployed at any given time. See Figure 2.



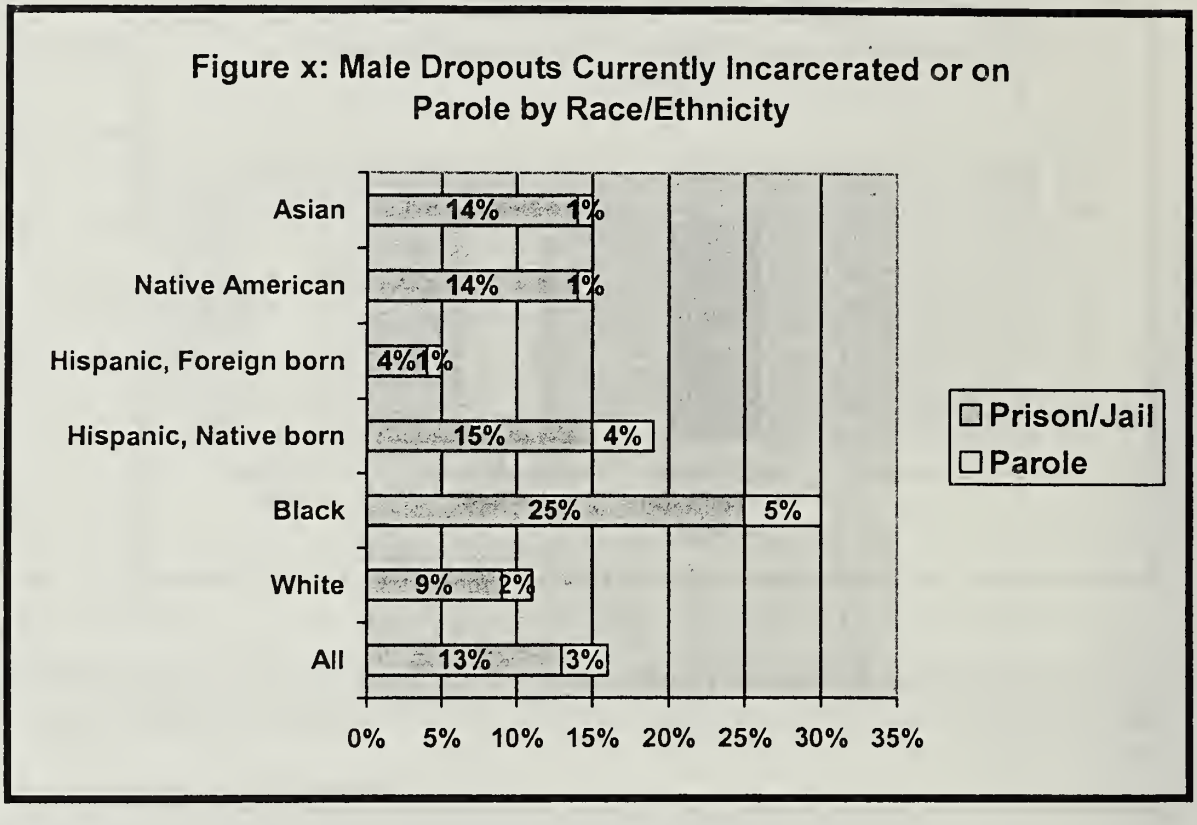

Moreover, during that period, more than a quarter of all dropouts were unemployed for a year or longer. Figure 3. This compares with only percent of those with a regular high school degree.




Male high school dropouts are especially at-risk of very bad outcomes, with a large percentage incarcerated at some point before they are 25. Approximately 16% of all

[16] Brown at

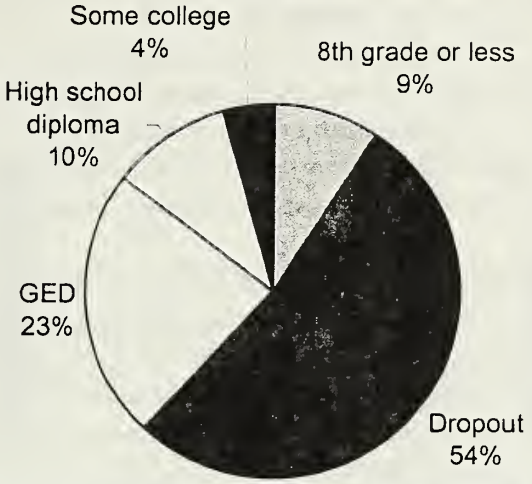
young men without a high school degree or GED are either incarcerated or on parole at any one point in time; among African American males the proportion is 30%.[17] Eighty-six percent of young men in prison failed to finish high school.[18]




[17] R. Freeman. Disadvantaged

[18] This includes those prisoners with GEDs.

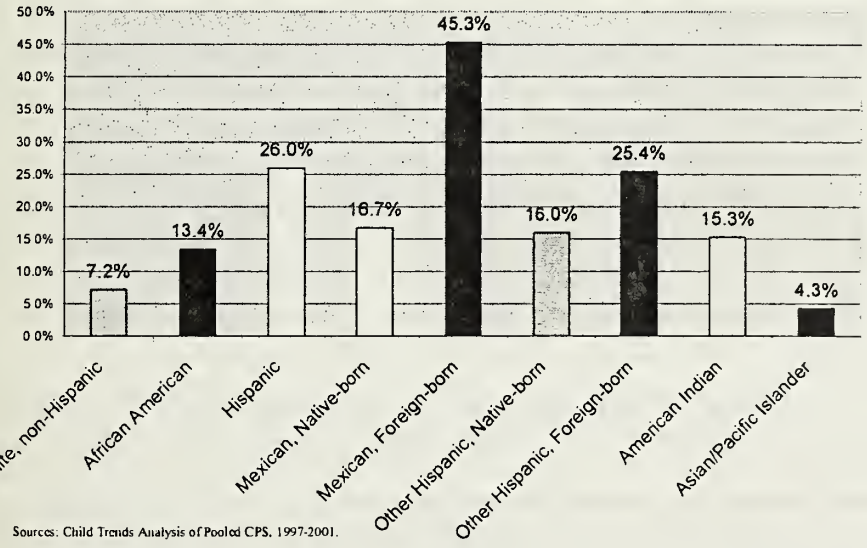
**Figure X: Education Level Among Incarcerated 16-24 Year Olds**




Source 1997 Survey of Inmates of State and Federal Correctionel Facilities and the 1996 Survey of Inmates of Local Jails. The Census of Juveniles in Residential

While all dropouts are at risk of long-term disconnection, the degree of risk varies by race or ethnicity. Dropout rates vary significantly among different ethnic groups, a factor related in large part to income differences, and by nativity. Table 6.

**Figure x: Percent of 16-24 Year Olds by Race/Ethnic Group that are Status Dropouts**




Sources: Child Trends Analysis of Pooled CPS, 1997-2001.

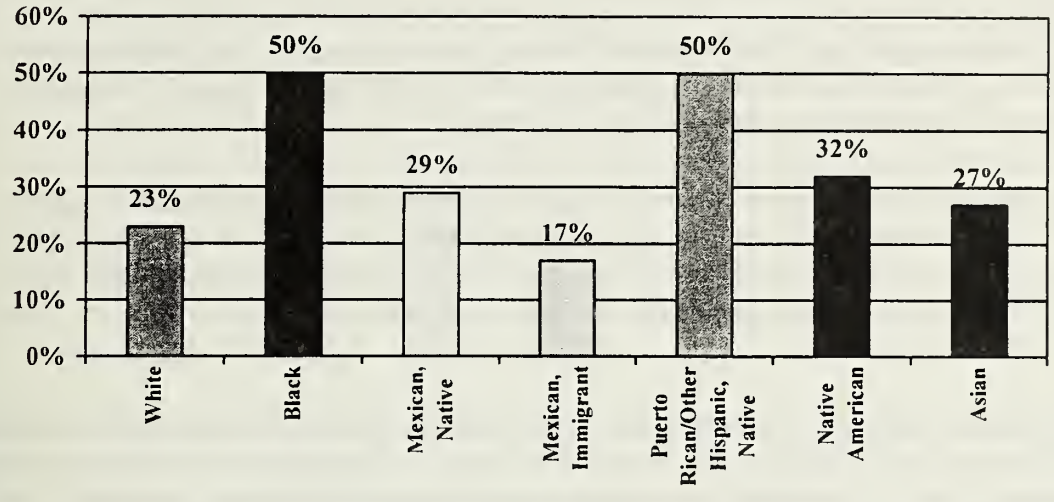
There are several significant patterns. First, non-Hispanic whites have the lowest dropout rate, although because of they constitute such a large proportion of the entire U.S. population, non-Hispanic whites comprise 41% of the total number of dropouts.[19] Hispanics are far more likely than non-Hispanic whites or African-Americans to dropout of school. However, this is basically due to the very high dropout rate among Hispanic immigrants, many of who never entered a U.S. school and must be considered separately for policy purposes; 69% of Hispanic dropouts are immigrants.[20] The dropout rate of native-born Hispanics is about the same as that of African-Americans, approximately double that of non-Hispanic whites. The rate for Native Americans is similar.

Among dropouts, African-American males and U.S. born Hispanics of Puerto Rican background are far more likely to be disconnected from the labor force than any other group. See Figure . Foreign-born "dropouts," in contrast, are highly connected to the labor force. Twenty-six percent of all 18-24 year olds without a high school degree are foreign born. Most of these men are economic migrants who never "dropped in" to the US educational system, choosing instead to work and send money back to their wives and families in their home country. They are a vulnerable population – but certainly not a disconnected population

[19] The predominance of non-Hispanic whites among dropouts is even more pronounced if we limit our analysis to only those youth who dropped out of a US high school as opposed to those who terminated their schooling in a foreign country.

[20] As discussed later, many of these youth connect quite well with the labor force. However, there is a subpopulation of Hispanic immigrant dropouts that are at significant risk for disconnection. These youth are not economic migrants. Rather, they arrive in the US between ages 10 and 16 accompanied by their parents and most enroll in public school. Referred to as "late entrants," these youth received limited or inadequate education in their native countries prior to their arrival in the US; some are not literate in their first language. Faced with the daunting challenge of mastering English as well as several content areas in a very limited number of years, many fail to complete high school

**Figure X: Percent of 16-24 Year Old Unmarried Male Dropouts Experiencing Long Term Unemployment (1 year or more)**




. (must explain the discrepancy between black dropout rates and black unemployment/disconnection)

1. disconnection
2. networks
3. reserve jobs – what take

Almost all youth who attend some college make-it; many dropouts do not. What about those who graduate high school but do not attend any college? It appears that most youth who graduate high school with a regular degree, but do not attend college or vocational training, are not at high risk of long-term disconnection. That does not mean that they do not require support or services. Unless they obtain some additional credentials, most high school graduates will be stuck in low wage jobs.[21] However, although this group is at heightened risk of losing employment during economic slowdowns, most of these youth are not disconnected from social support networks and are not likely to become disconnected from the labor force on a long-term basis.[22] While there should be programs that help employed youth with limited education obtain additional educational credentials or training, such programs are likely to require less intensive and lengthy services than programs focused on helping dropouts and other high-risk youth.

*Youth in Justice Systems*. Youth under the supervision of the juvenile justice system and young adults involved with the criminal justice system comprise a second target group. Youth and young adults incarcerated in facilities for juveniles or in jail or prison are

[21] Non-education focused policies minimum wage, eitc, child care, health

[22] If there is success in reducing the dropout rate, this will add to the pool of high school graduates in the low wage market possibly increasing unemployment rates for this group

already disconnected from regular schooling or work; they are at especially high risk of very long term disconnection, given recidivism rates that are generally over 50% and the effects of incarceration on school completion and employment prospects.

The risk of long-term disconnection is less clear with respect to juveniles arrested and put on probation. Most youth that come in contact with the police or probation do not become adult offenders, or even repeat juvenile offenders. In fact, there is a long-term debate among criminologists as to whether these youth are best served by being left alone or by better and more intensive community based-services.

While there are many reasons for rethinking all aspects of the response to delinquency and crime by young adults, it is clear that special attention ought to be focused on those youth who end up incarcerated. Among the group of youth charged with crimes, the incarcerated youth will include most of the youth who will not make it by age 25. They are clear target population.

*Foster Youth*. Youth placed in foster care during adolescents are an especially vulnerable population. Most enter placement because their families failed to provide adequate care. They are unlikely to get much social support from their families as they make the transition to adulthood. In addition, most of these youth have major problems with respect to educational achievement and the majority suffers from mental and physical health problems and/or substance abuse. As a result, many dropout of school and/or get involved in the juvenile justice system.

It is now well recognized that teenagers who remain in care until they reach 18 experience major problems in after they leave the child welfare system. Several studies over the last 15 years find that from 2 to 4 years after leaving foster care only half of all the youth were regularly employed, over half the young women had given birth to a child and were dependent on welfare support, nearly half the population had experienced arrest, and a quarter had been homeless.[23] The great majority of those experiencing these problems had failed to finish high school.

It is not only those youth who remain in care until adulthood that experience problems. About of all youth who enter care at age fourteen or older, return to their families before they are 18. While there is not much longitudinal research on this group, the evidence indicates that they too experience major difficulties during early adulthood.

*Teen moms*

---

[23] The findings from these studies are summarized in Richard Wertheimer, *Youth Who "Age Out" of Foster Care: Troubled Lives, Troubling Prospects* Child Trends Research Brief (December 2002).

The great majority of those youth who will not make it will come from these four groups. At least half of the youth in each of these categories will experience long periods of disconnection between the time they are 14 and 24. Even those who "make it" likely will have low earnings. They are prime targets for intervention. Moreover, at least during the period before they turn 18, all these youth are the responsibility of some system-schools, juvenile justice, welfare, or child welfare. They are not being well served by those systems. That must be changed.

**A Look At High Risk Youth and Young Adults**

We now take a closer look at the characteristics of the youth falling into these groups. We focus on those characteristics that seem most relevant to policy development or program design. We also estimate the number of youth and young adults whom we consider at high risk of long-term disconnection. We have broken down our estimates by age-those under or above 18-since the policy options are likely to differ once youth are beyond the normal age of high school graduation.

*Youth Under 18.*

With respect to the younger group, we include all youth who have dropped out of school, youth who are incarcerated, youth who have been placed in foster care after turning 14, and all young mothers. These youth clearly should be the direct targets of programs designed to meet their needs. The goal should be to reconnect them with school and strong support systems, helping them graduate high school and make a successful transition into early adulthood, and, where relevant, parenthood. There are existing systems—schools, child welfare and juvenile—that have responsibility for these youth. However, these are generally weak systems that need to be improved substantially.

TIA COMPLETE
*Young Adults-18 to 24*

We look next at young adults. The issue of identification and targeting is more complicated with respect to the older population. Our goal is to identify those youth who need special attention if they are going to make it by 25-services beyond those generally available to youth this age. At present, there is no system that has responsibility for helping young adults experiencing substantial difficulties. There are a variety of programs available to them, ranging from job training to various forms of adult education. These programs do not, for the most part, focus on the highest risk youth; they generally serve youth who want training or education. The services they provide are critically important but not sufficient.

We believe that there should be a system, at the state and local levels, with responsibility for helping disconnected young adults, ages 18-24. For whom should such a system be designed? Three of the groups are obvious for the reasons already given-youth leaving the foster care or child welfare systems, young, unmarried mothers, and youth leaving incarceration. Virtually all of these young adults need substantial support.

This focus on dropouts is more complicated. While a major focus must be on dropouts under 18, being a dropout is, in and of itself, highly predictive of long-term disconnection as youth get older, since many dropouts do manage to find employment. These youth need the sets of services and education opportunities that should be available to all low-income workers, but they do not need targeted services. It might be that all unemployed dropouts (and perhaps unemployed young adults with only a high school degree) should be considered at high risk of long-term disconnection. However, the fact of unemployment, even for those without high school degrees, may not warrant special targeting, since large numbers of youth experience periods of unemployment. Thus, for purposes of this analysis, we focus only on 18-24 year olds with a high school degree or less that have been unemployed for a year or longer, a group clearly at high risk.

We also include all incarcerated young adults incarcerated following conviction for a crime, those in local jails as well as state or federal prison. Young adults in prison are already disconnected and highly likely to remain so. The jail population is more difficult to characterize, since it includes many people not deeply engaged in criminal activity, for example convicted of offenses like drunk driving. Including all these youth is undoubtedly over-inclusive.

We believe that, on balance, these criteria provide a reasonable basis for determining the *characteristics* of the highly at-risk population. However, the *numbers*, drawn from cross-sectional data, are just an approximation of those needing special services. Since they are based, in part, on employment status, they will be influenced by the macro-economic conditions of the particular years we have used. We present them to provide a sense of the magnitude of the problem.

1.Size

Applying our definition, there were on average about million young adults, 18-24, at high risk of not making it, each year between 1997 and 2001.[24] Table 7. These youth constituted approximately % of all 18 to 24 year olds. The prevalence of disconnection

[24] If we included all unemployed dropouts or high school graduates regardless of length of time without work, the number increases by----including dropouts and 910,764 unemployed high graduates. These numbers are derived from Census Bureau surveys that ask people to report on their employment status. Some youth who report themselves as "unemployed" actually are working under the table and more appropriately characterized as low-wage workers. Again, all these numbers are drawn from cross-sectional analyses. Only a portion of these youth will actually experience long-term disconnection

varies by both race and gender, ranging from % among African-American men to 3% among Asian women)

**Table 7: 18--24 Year Old Youth at Risk of Long Term Disconnection**

| | | | | | |
|---|---|---|---|---|---|
| **Total Youth** | 2,664,258 | **7.9%** | | | |
| **Age** | | | **Race-ethnicity** | | |
| 16 | 145,208 | 5.5% | White | 1,019,809 | 38.3% |
| 17 | 222,387 | 8.3% | Black | 916,134 | 34.4% |
| 18 | 350,828 | 13.2% | Hispanic | 623,051 | 23.4% |
| 19 | 418,992 | 15.7% | Hispanic, Native-born | 374,001 | 14.0% |
| 20 | 363,224 | 13.6% | Hispanic, Foreign-born | 249,050 | 9.3% |
| 21 | 362,146 | 13.6% | American Indian | 47,903 | 1.8% |
| 22 | 293,085 | 11.0% | Asian/Pacific Islander | 56,171 | 2.1% |
| 23 | 258,748 | 9.7% | | | |
| 24 | 248,633 | 9.3% | | | |
| **Gender** | | | **Educational Level** | | |
| Male | 1,546,135 | 58.0% | Less than High School | 1,746,017 | 65.5% |
| Female | 1,118,123 | 42.0% | HS Diploma or GED | 922,648 | 34.6% |
| **Incarcerated** | 499,977 | 18.8% | | | |

Source: Pooled Samples from CPS 1997, 1999, 2001

*2. Characteristics*

Men comprise over half of these youth (57%). Because their profile contrasts sharply with that of the women, we describe each group separately.

*Males*

Approximately million young men fell within our categories, representing about % of the age group (See Table 8). Thirty-seven percent were non-Hispanic, white (n=553,977), 37% are African-American (n=550,134), and 22% are Hispanic (n=321,453). Among Hispanic young men, 38% were foreign born.[25]

**Table 8: Young Men, Ages 18-24 at Risk of Long Term Disconnection**

| | | | | | |
|---|---|---|---|---|---|
| **Total** | 1,546,135 | 8.8% | | | |
| **Age** | | | **Race-ethnicity** | | |

[25] As noted, our definition probably overstates the number of disconnected Hispanics, since a large proportion of unemployed immigrant men, mostly without a high school diploma, experience periodic but not permanent unemployment.

| | | | | | |
|---|---|---|---|---|---|
| 16 | 90,446 | 5.8% | White, non-Hispanic | 573,780 | 37.1% |
| 17 | 134,493 | 8.7% | Black, non-Hispanic | 572,640 | 37.0% |
| 18 | 204,128 | 13.2% | Hispanic | 333,744 | 21.6% |
| | | | Hispanic, Native-born | 207,619 | 13.4% |
| 19 | 232,847 | 15.1% | Hispanic, Foreign-born | 126,125 | 8.2% |
| 20 | 191,977 | 12.4% | American Indian | 30,001 | 1.9% |
| 21 | 203,746 | 13.2% | Asian/Pacific Islander | 34,898 | 2.3% |
| 22 | 179,472 | 11.6% | | | |
| 23 | 160,465 | 10.4% | | | |
| 24 | 147,705 | 9.6% | **Educational Level** | | |
| | | | Less than High School | 1,033,545 | 66.8% |
| **Incarcerated** | 468,220 | 30% | High School Diploma | 517,103 | 33.4% |

Source: Pooled Samples from CPS 1997, 1999, 2001

Approximately two thirds (66.8%, n=1,033,545) lack a high school diploma. However, it seems likely that most of those with high school degrees obtained a GED. For example, of 517,103 who report completing a high school level education, 111,157 are prisoners with GED's. This means that *at least* 73% of all these young men left the secondary school system prior to the completion of their degree ([111,157 GED prisoners + 1,033,545 status dropouts ÷1,546,135 total disconnected men = 73%).[26]

About percent are incarcerated. The young men not incarcerated rely heavily on their family of origin for shelter. Over eighty percent live with their parents (77.8%) or other relatives (6.4%). Cohabitation is rare – only one in twenty (5.4%) lives with a partner. Even fewer report living with their own minor child (1.4%).[27] Approximately 4.3% report living with an unrelated roommate or boarder and 2% report living alone. African-Americans and non-Hispanic white men are more likely to live with their parents than either native-born Hispanics or foreign-born Hispanics. Both groups of Hispanic men are also more likely to cohabit and more likely to live with "other relatives" than are African-American or non-Hispanic, white men.

A significant, and probably understated proportion, are disabled. Fourteen percent of disconnected young men living in households are disabled and 23.8% of prisoners under the age of 24 are disabled.[28] The combined rate of disability among all disconnected young men is seventeen percent. This is nearly double the rate found among disconnected young women (10%).

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[26] The number of non-incarcerated men with GEDs is probably equally high.

[27] Many have fathered a child. (Cite percent that are fathers.)

[28] This is from a study published in 2001 by BJS based on findings from the SISFP. Another interesting finding – prisoners under 24 have the highest rate among inmates of self reported learning disabilities: 11%.

*Females*

Approximately million young women, ages 18-24, fell within our categories. Table 11. However, this includes 127,605 unemployed women living with a partner to whom they are not married. Many are unemployed by choice and could reasonably be excluded from our count.

**Table 11: Young Women, Ages 18-24 at Risk of Long Term Disconnection**

| | | | | | |
|---|---|---|---|---|---|
| **Total** | 1,118,123 | 6.4% | | | |
| **Age** | | | **Race-ethnicity** | | |
| 16 | 54,762 | 4.9% | White | 446,029 | 39.9% |
| 17 | 87,895 | 7.9% | Black | 343,495 | 30.7% |
| 18 | 146,700 | 13.1% | Hispanic | 289,308 | 25.9% |
| 19 | 186,145 | 16.6% | Hispanic, Native-born | 166,382 | 14.9% |
| 20 | 171,248 | 15.3% | Hispanic, Foreign-born | 122,925 | 11.0% |
| 21 | 158,400 | 14.2% | American Indian | 17,902 | 1.6% |
| 22 | 113,613 | 10.2% | Asian/Pacific Islander | 21,274 | 1.9% |
| 23 | 98,284 | 8.8% | | | |
| 24 | 100,928 | 9.0% | **Educational Level** | | |
| | | | Less than High School | 712,472 | 63.7% |
| | | | High School Diploma | 405,545 | 36.3% |

Source: Pooled Samples from CPS 1997, 1999, 2001

The overall prevalence of disconnection among women is 6.4%, significantly lower than that of men (9%). This degree of the disparity in prevalence between men and women varies across racial and ethnic groups. Table 12. Among African-Americans the difference in rates is striking: thirteen percent of African-American young women are disconnected (n=343,495) compared with 22% of African-American young men (n= 572,640). A similar pattern emerges among Native Americans with 10% of women being disconnected (n=17,902) compared with 16% of men (n=30,001).

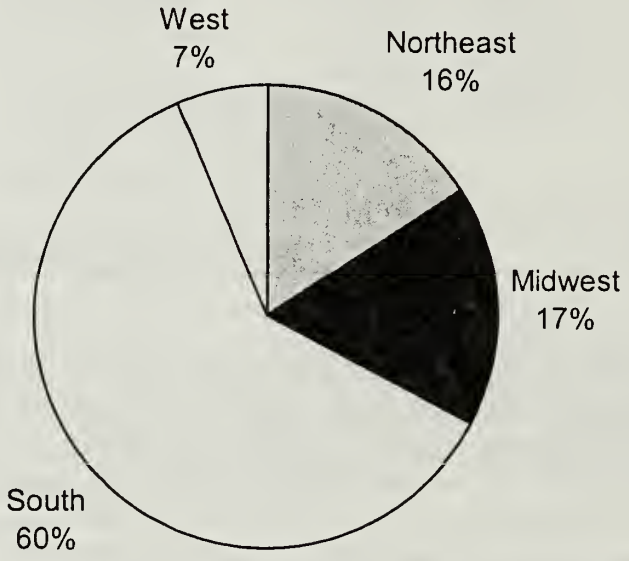
Like men, a major path to disconnection is dropping out of school, although disconnected young women are somewhat more educated than their male counterparts: 36% have a high school degree compared to 33% of disconnected men. Like disconnected young men, young women rely primarily on their parents for shelter. However, while over four fifths of disconnected young men live at home, only about half (52.5%, n= 570,416) of young women share a household with their mother. Disconnected women are far more likely than their male counterparts to either live on their own (15.8% vs. 2.0%) or cohabit with a partner (12.1% v. 5.4%). African-American women are particularly likely to report living on their own/with children (35%). incarceration is a relatively rare event among disconnected young women with only 2% (n=31,757) currently in jail or prison

*3 Location.*

There are significant regional variations in the proportion of disconnected youth. The largest group of both high school dropouts and incarcerated young people live in the south. While about thirty-five percent all 16-24 year olds live in the southern states, these states are home to 42% of all dropouts, 44% of all prisoners, and 39% of all jail inmates. In fact, the south has more incarcerated youth and high school drop outs than the northeast and west combined. *Table* These regional differences in part reflect demographic differences. But they also reflect differences in policies towards incarceration and differences in resources devoted to schools and social services.

The regional variation is especially disparate with respect to incarceration of African-Americans. Fully 60% of all African-American incarcerated males are in the south.
WE SHOULD ADD ABOUT CENTRAL CITY ETC

**Figure 8: Regional Distribution of Disconnected Young Black Men, 16-24**



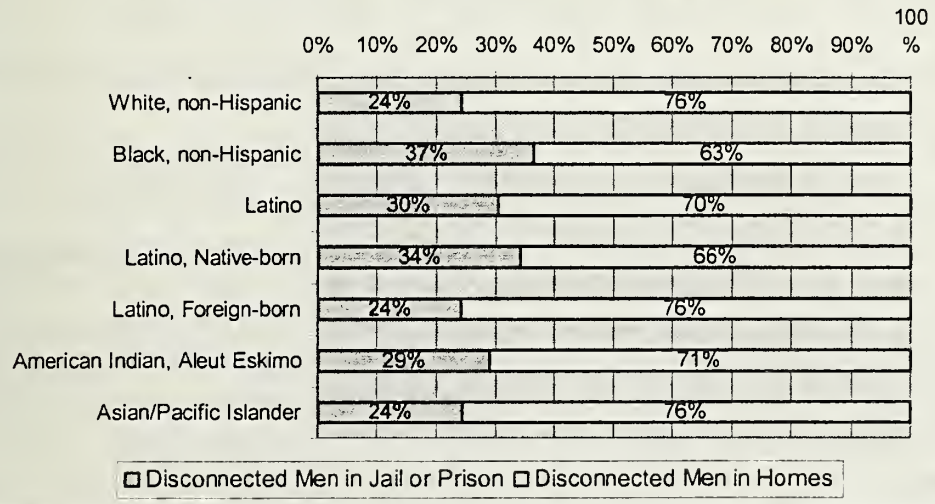

## Trajectories

The data about disconnected youth reveal two other important facts about this population. On the positive side, the proportion of youth that is disconnected declines with age. The number of youth falling within our definition of disconnection peaks at ages 18-19 and then begins to decline. Table . Looking at the population in , there were approximately 419,000 high-risk 19 year olds and 249,000 twenty-four year olds. While these numbers are derived from cross-sectional surveys, this suggests that many of the youth in the

younger cohorts eventually enter the labor force on a permanent basis.[29] High school graduates connect more quickly and steadily, as do women. But dropouts connect as well. In fact, many high school dropouts return to school or acquire another credential. The National Educational Survey (NELS) of 1988 eighth graders found that by age 26, sixteen percent of those who had dropped out had completed a diploma, twenty-nine percent had completed a GED, and twenty-four percent were working on a diploma or GED.[30] Thus, only a third of the group had no credential and were taking no steps to obtain one.

However, the data also reveal a very disturbing pattern. Our total population is comprised of both the long-term unemployed and all incarcerated young adults. Overall, incarcerated youth comprise a high proportion of the male group. Nearly one in three of the male 18-24 year olds (30%, n=468,220) were in jail or prison *at any one time.* Thus, the number with a *history of incarceration* must be significantly higher. Rates of current incarceration vary considerably by race and nativity, ranging from lows of one in four among non-Hispanic whites (24%) and foreign-born Hispanics (24%) to over one in three among African-Americans (37%) and native-born Hispanics (34%). Table 9.

**Table 9: Disconnected Men in Jail or Prison vs. Living in Household**




Of great significance, the percentage of the group that is incarcerated increases sharply across the age cohorts[31]. While 20% of disconnected 18 and 19 year olds are incarcerated, fully 46% of 24 year olds who come within our definition of disconnected are currently in prison or jail. Table 10.[32] Again, while these numbers are derived from cross-sectional

[29] Consistent with longitudinal studies

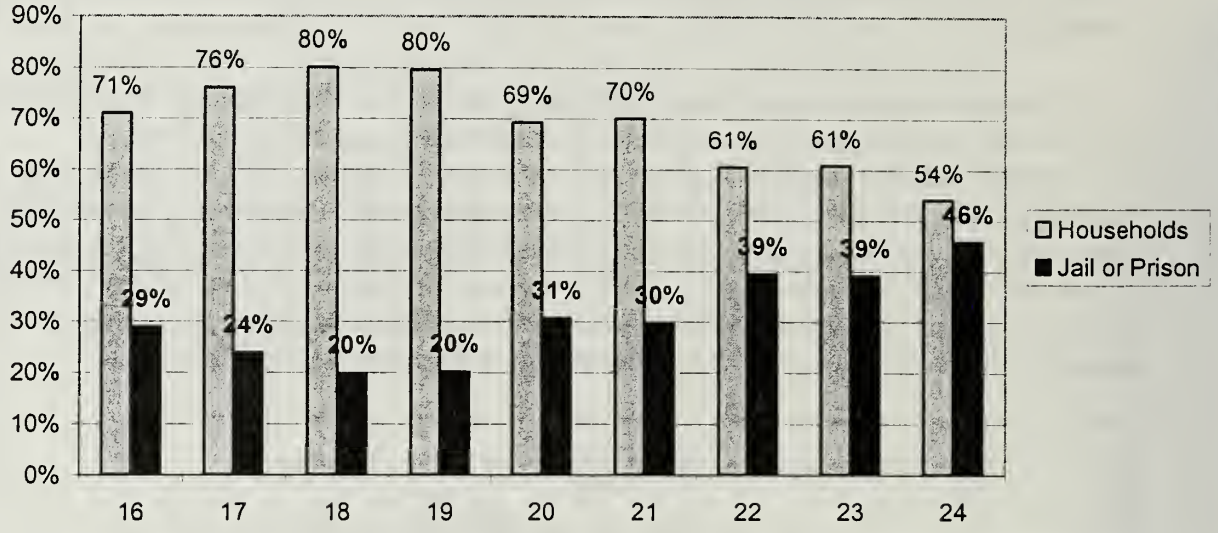
[30] Cited in T. Smith, Taking Stock: A Review of U.S. Youth Employment Policy and Prospects, (Public/Private Ventures April 2002).

[31] The increased proportion of incarcerated youth at ages 16 and 17 reflects youth in juvenile facilities. About 20% of incarcerated minors are serving time in adult facilities.

[32] This underscores the importance of looking beyond household based surveys to describe disconnected male populations. CPS numbers, which are based on household surveys, suggest a steep decline in the

samples, they suggest that the longer a young male remains disconnected from the labor force, the greater the likelihood he will become incarcerated.

Table 10: Percent of Disconnected Men in Households vs. in a Juvenile Facility, Jail, or Prison Across Age Cohorts



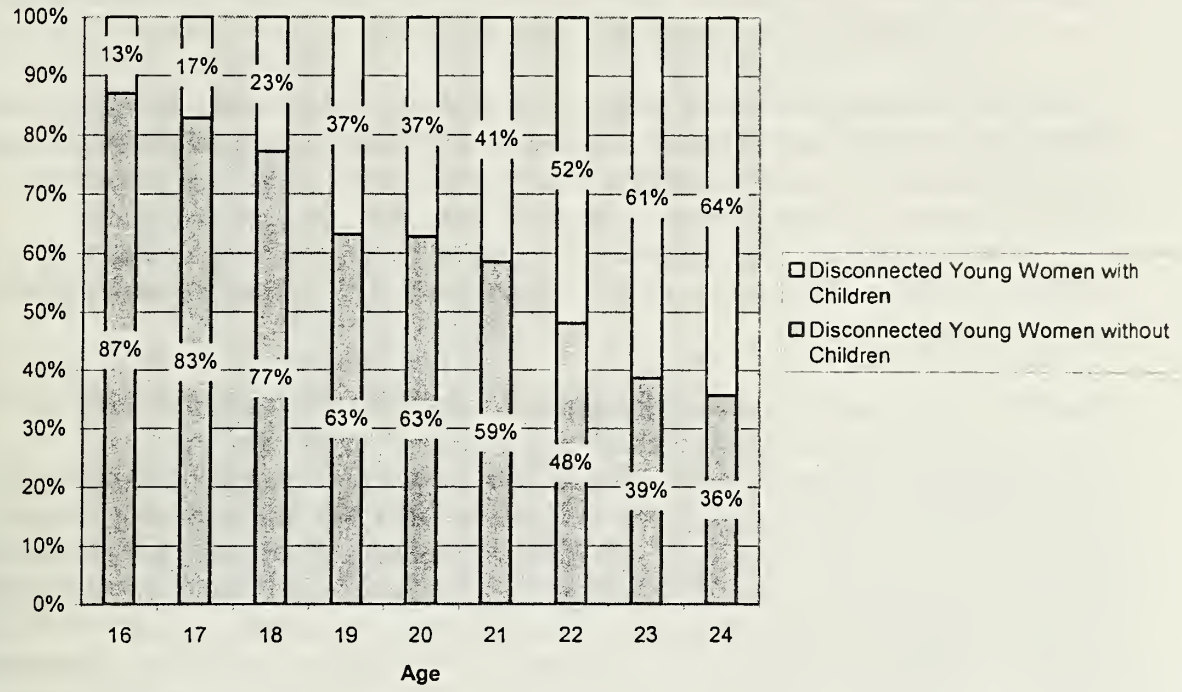

Women evidence a different pattern. A major barrier facing these women is early childbearing. Overall, nearly two fifths (37%, n=410,724) report living with their own minor child; however, by age 24 fully 64% of disconnected young women are custodial mothers. Table 13. Of these young mothers, ninety percent gave birth to their first child as a teenager (41% reported a first birth between ages 14 and 17 and 49% reported a first birth between 18 and 20.) However, while adolescent childbearing plays a strong role, the great majority of disconnected 16 and 17 year-old women are dropouts who are not mothers.[33] Young women tend to dropout and then have a child, not the other way around.

---

number of disconnected men after age 20. However, when the increasing number of incarcerated individuals is included the apparently steep drop off flattens out.

[33] The CPS categorizes women as mothers only if they are *living* with their children. If their child is being taken care of by relatives or is in state custody they are not included as mothers. Thus, the actually rate of teen childbearing could be substantially understated.

Table 13: Disconnected Young Women, 16-24: Percent with Children




These trends indicate that it is highly desirable to reconnect youth as quickly as possible from the time that they disconnect. We turn next to that process.

## The Process of Connecting

The demographic factors tell us something about how to design and target programs. But demographic characteristics tell only part of the story. In creating policies and programs, other characteristics of high-risk youth must be considered. These include certain problems that they must overcome, their attitudes about their situation and their motivation to change their situation, and the context in which they live. All these are influenced by, and influence, the set of opportunities available to the youth.

There is no comprehensive assessment of the entire population we focus on. However, evaluations of dropouts, youth in the justice system, foster youth and young mothers consistently find that many of these youth are far behind academically and often have extremely low reading skills. Moreover, many of the youth suffer from serious mental health problems and or substance abuse. They have been the victims of violence, at home and in the community, and are the perpetrators of violence in their relationships. Programs to help these youth must be capable of addressing these problems; coordination of services is critical.

A major challenge for program development relates to motivation. All of these youth have fallen off the normal path to adulthood, some further than others. Many end up

disconnected because they have been ill served by the institutions--schools, neighborhoods, and families—that are supposed to help them grow into successful adults. Some have not taken advantaged of good opportunities. Reconnection requires both a set of opportunities and a willingness to take advantage of these.

In terms of attitude and motivation, these youth fall along a continuum: for many, these attitudes often in flux—and subject to influence. Most disconnected youth would like to have good jobs and loving relationships. But their level of motivation to make these connections differs--among different individuals and within the same individual overtime. These differences are determined in part by the opportunities available to an individual, in part by the cultural system in which he or she is embedded, and in part by individual factors.

Virtually everyone who works with this population believes that for many youth the movement from disconnection to connection requires an "awakening"--a mental/emotional decision by the youth that he or she wants to change the situation, no matter how difficult accomplishing that change may be. Until that awakening occurs opportunities alone will not be sufficient. However, unless opportunities are there at the point of awakening, or to facilitate it, change may be impossible. Besides lacking skills, most disconnected youth also experience a sense of shame, unworthiness, and inadequacy. They need support in overcoming these feelings, as well as the opportunity to acquire job skills and education.

We find it useful to distinguish three categories along the continuum, recognizing that individuals may be at different points at different times. One group, we call "seekers", consists of youth who, after a period of disconnection, have the awakening and determine to try to alter their lives. These youth take advantage of a variety of very good programs; such as alternative or charter schools, Job Corps, Conservations Corps and YouthBuild, that provide the youth with the support and training that makes successful connection possible. Other seekers may find that they need services not currently available, that have long waiting lists or that are provided in ways inadequate to meet their needs.

A second group is the "not quite readies." It is composed of youth who bounce from job to job, program to program, home to home, not yet fully ready to make the connections or take advantage of the opportunities needed to alter their situation. They appear stuck in their situation. These youth often face major obstacles that prevent them from becoming seekers. Family, friends, romantic partners, gangs, neighborhoods, as well as their own sense of inadequacy, may all work against their making a change. Public policies, such as rules preventing youth exiting the juvenile justice system from reentering high school, often exacerbate the situation.

There also is a very small number of youth who are the "not readies." Some may be so damaged that they will never be ready. Unfortunately, a good deal of public policy is created with this group in mind. However, they are just a very small part of the group and should not drive public response.

Thus, a major challenge is finding ways of helping disconnected youth become seekers, especially younger youth. The longer a youth remains disconnected the more likely he or she is to become incarcerated, a parent, homeless, or dead. There is some evidence, however, that receptiveness to programs may increase with age and length of disconnection. Maturity, experience, fatigue with criminal activity, increasing responsibilities and decreasing willingness of parents to provide support all serve as incentives to reconnect with education or to accept employment or training that was not attractive at earlier ages. Thus, a key need is learn how to motivate younger youth.

**Developing a Strategy**

We have looked at the worst off youth in the United States. From the picture of the population that emerged, we draw several conclusions.

From a policy/programmatic perspective, there are clear target groups if our society wants to reduce the number of youth that do not make it. Moreover, the number of disconnected 14-24 year olds at any given time, around 2.7 million, is not that large in absolute terms or in relationship to the entire youth population. Developing programs to help these youth is feasible economically; in fact, all of the younger group is already in systems (child welfare, juvenile/criminal justice, TANF, health) or should be in school. Someone in these systems should know each of these youth. These systems need to focus on helping those *in the process of disconnecting* to reconnect.

With respect to older youth, there are programs, but no system. The youth must decide to seek out these programs. There is a need for a system that reaches out to these youth and has a responsibility to help them make it.

The disconnected population is diverse. Different youth face different barriers. Some must cope with disabilities, others with caring for children, still others with major mental health or substance abuse problems; many face multiple barriers. This poses challenges for programs that seek to meet their needs; it also requires far more coordination across service systems than is currently found in any jurisdiction. The fact that many these youth tend to be concentrated in a few highly disorganized urban neighborhoods, or live in rural areas with few services, exacerbates the problem of helping them. It is important to better understand the factors that serve as both incentives and barriers to disconnected youth as they make decisions about whether to seek schooling, training or work. But this challenge is not insurmountable

Substantial work will be required to develop full strategies to alter the situation of the target population. We believe that these strategies should include:

*Developing Public Will Regarding Disconnected 14-24 Year Old Youth*. There is very little political interest in helping this population; it is critical to try to increase public concern. As Thomas Smith has recently written, "national policy (especially education policy) has generally failed to acknowledge the continuing presence of school-age young people who have left school and failed to find a suitable alternative.... (T)he learning

opportunities available to them outside the school building have generally been haphazard and deficient in quality...." [34]Thus, the starting point for any reform is changing the public's awareness, and image, of the population. The public and policymakers at the local, state and federal levels must conclude that society has an interest in, and obligation to, helping these youth make it.

*Policy Change.* Any movement forward will require some major policy changes, with respect to specific systems, such as juvenile and criminal justice, child welfare, alternative education, and employment and training programs, and with respect to developing an overall policy structure. There are many areas for policy improvement. Five that deserve special attention are:

1. Extending to age 24 the defined target population for youth policy and programs and establishing local agencies that have responsibility for young adults. This might include guaranteeing health care to young adults until they reach 25, creating a young offender (18-24) justice system, expanding WIA youth targeting to age 24, and developing service systems for young adults. In essence, there should be a parallel system to college for disconnected youth. A possible long-run goal would be the creation of a system of universal national service to serve as a vehicle for focusing on all youth.

2. Making high school systems accountable for graduating all students, not just Improving test scores. In enacting the recent federal education law, No Child Left Behind, congress established increasing high school graduation rates as a key goal, but this has not received much emphasis.

3. Making successful connection to education and or the labor force the goal of the juvenile and (new) young adult justice systems—and the standard for measuring the performance of correctional administrators.

4. Developing polices that focus on the successful transition from foster care.

5. Establishing universal services that reach all teen mothers and their children, that help these mothers develop good parenting skills.

*Reconnecting Young Drop Outs* For 14 to 18 year olds, the most critical goal is reconnecting[35] dropouts to good education. Youth this age generally cannot enter the labor force; even if they could it would be far better if they entered the labor force with a regular high school degree.

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[34] Smith

[35] Of course, it is desirable to prevent dropping out. However, prevention is very hard to do. Despite a great deal of research, there still are no assessment tools that predict with any accuracy those who will drop out. Thus, targeting is not very feasible. All programs wind up spending money on large numbers of youth who would not have dropped out and miss many who do drop out. Also, during 90's, the U.S. Department of Education funded major dropout prevention efforts, which were, unfortunately, not very successful.

There is increasing public attention to the dropout problem, but few school systems have identified reconnection as a major priority. Despite years of recognition of the problem, and a requirement in NCLB, it is not a national priority.[36] Most current efforts to help this group rely on alternative schools, such as charters and special schools run by school districts. There seem to be some very good individual programs, but these are very small scale in terms of numbers affected and there is little research on their effectiveness. While it likely is useful to keep learning from these efforts, the long-term goal has to be to develop systems that reach large numbers.

*Changing the Juvenile/Criminal Justice Systems* There are at least two major reasons for focusing on youth in the juvenile and criminal justice systems. First, it is a place in which many of the disconnected are found. Second, current systems may make things worse, not better, for the youth that enter them. There is little chance of substantially reducing the number of disconnected males, especially African-American males, unless this situation is changed.

The starting points are altering the goals of these systems and making the officials who run these systems accountable for achieving a different set of outcomes. At present, the primary objective of the juvenile, as well as adult, system is short-run community protection, often equated with incarceration. There is little emphasis on helping either juveniles or young adult offenders move towards successful lives. The systems seem unable to instill in the youth the motivation to connect positively or to provide them with the skills, especially educational, needed for successful reconnection. Surprisingly, the community seems to accept recidivism rates of 60-80%--no other government program could be so unsuccessful without a major outcry.

In addition, there is no effort to treat young offenders, 18-24, differently than all adults; in fact, the movement has been to move children into the adult system.

There are some efforts at system reform. The major foci seem to be reducing detention and improving aftercare, with an exclusive focus on the juvenile justice system. These foci seem appropriate. However, a much broader strategy may be needed that includes changing public will so that a true helping system can be created for young adults as well as minors, devising ways of significantly improving training of system personnel, redesigning institutional programs with a particular focus on the need for "transformational" experiences and exposure to very high quality education, and designing new systems of aftercare, probably with transitional work and mental health and substance abuse services available to those who need it.

*Foster Youth*

Of all the at-risk groups, those exiting foster care are receiving the most current attention, from both government and foundation initiatives. Given the available resources and the relatively small target population, it seems possible to significantly improve outcomes for this group. In thinking about this population, it is important to recognize most youth have

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[36] Lyndon Johnson quote

substantial support from their families as they make the transition to adulthood; this support often continues until youth are in their mid to late twenties. Foster youth need the same types of financial and emotional support as other youth; like other youth they continue to need dependent, not independent living. Moreover, while they also will need special services, these specialized services are needed by all disconnected youth. It is unlikely that a substantial number of foster youth can be protected from disconnection without general improvement in youth-serving systems. Because of the special obligations to foster children, there is much to recommend beginning efforts at system change with a focus on how former foster youth fare.

*Teen Mothers: Two-Generation Programs*.

Teen mothers should be a target group both because they are so likely to become disconnected and because they are parents. Unfortunately, their family relationships are often as unstable as their workforce connection. Current job training programs rarely focus on helping them become better parents. There are several service systems now targeting children living in "high risk" situations. These include Early Head Start, a variety of home visiting programs, and the emerging group of programs that focus on fathers. Linking these programs with job training programs might be a special focus. Consideration might also be given to the role of fathers in these programs. Approaching the disconnected as parents may help create public will for this group. It may also be a way of engaging those focused on early childhood, not youth.

*Older Youth: Expanding and Improving Opportunities*

Most disconnected youth are over 18 and not incarcerated; among the women incarceration is always rare. As shown above, most of the males are living with their families. This is also true for the females, although many more are living on their own with a child and participating in TANF.

There are programs available for these youth, through WIA, TANF, But there is not a system. While many programs do a reasonably good job, aided by the fact that the youth who enroll in these programs begin with enough motivation to take this step, virtually all organizations need help in improving their practices, especially the education component. The most common deficiencies are diffuse and ambiguous goals, coupled with poor outreach and marketing by the program; services that are not "engaging", don't match what youth want or need, not accessible via public transportation, or are not offered at convenient hours; youth workers without the professional training to deal with language and literacy issues, mental health issues, depression, conflict resolution, etc; and limited involvement of employers and demand-side solutions.

They also must be able to help the youth deal with the personal and situational factors outside of the program that interfere with sustained participation and progress. Research is needed looking more closely at the factors that facilitate engagement.

## Conclusion

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

YOUTH COUNCIL

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

JULY 24, 2003

# STRATEGIC PLANNING PROCESS

(Including comments from the Youth Council Strategic Planning Work Group members from that meeting)

Attending: Ann Cochrane, Bea Harris, Margaret Donahue, Cedric Yap, Kar Yin Tham, Dana Serleth, Barbara Thompson, Robert Schwab, and J.D. Hoye

Meeting began at 4:16 pm

Ann Cochrane: Invitation from the WIB to members of the Youth Council to attend the WIB's upcoming retreat

Robert Schwab: Review of document, "Strategic Planning"

YOUTH COUNCIL PLANNING STEPS TO DATE

| | |
|---|---|
| October 24, 2002 | - Planning Meeting facilitated by JD Hoye<br>- Review of Youth Council Institute<br>• Elements of a comprehensive local youth service system<br>• Functions of a Youth Council building the system<br>• Stage of building the system |
| November 21, 2002 | - Presentation of Youth Employment Resource Mapping Project design<br>- Discussed framework for youth needs assessment presentations |
| December 19, 2002 | Presentation of DCYF's Community Needs Assessment Report – *Snapshot: San Francisco's Children and Youth Today* |
| January 23, 2003 | Presentations by<br>- San Francisco Department of Juvenile Probation<br>- Coleman Advocates |
| February 27, 2003 | Open Forum for Youth |
| March 27, 2003 | - Presentation of Youth Employment Resource Mapping – preliminary results<br>- Adopted criteria for selection of professional services |
| April 24, 2003 | Presentation by SFUSD |
| April 9<br>April 24<br>May 8<br>May 22 | WIA funding recommendations |
| June 12, 2003 | Youth Conference – *Putting the Pieces Together. The Youth Employment Coalition Project* |

## What We have Learned

### DCYF Snapshot, San Francisco's Children and Youth Today

- The majority of parents and youth in the DCYF survey do not consider San Francisco youth friendly.
- The majority of youth experience a high level of stress and view tobacco as a stress reducer.
- The community's physical environment reflects how the City views its residents and youth state that a deteriorated environment affects their self-esteem and motivation to succeed.
- Parents want to know more about available services and have closer contact with the staff serving their children.
- Youth express a desire for more college opportunities, counseling services and cultural programs.
- Most youth want to contribute to their community.
- Different ethnic and income groups cite different program needs and satisfaction.

### San Francisco Department of Juvenile Probation

- With JPD focusing on core behavioral issues they must rely on other resources for employment-related services.
- Ethnic minorities, especially young African American males are represented in JPD in a much greater proportion than their incidence in the population.
- There is a need to better track those touched by the system.
- JPD awards and monitors over $5 million in local, state and federal funds through contracts with over 30 CBO's for prevention and intervention services.

### Coleman Advocates

- Youth employment is a means, not the end. Youth development should be the framework.
- Youth involvement = Engagement = Empowerment
- We should resist the tendency to isolate PIC programs and strengthen connections to schools.
- Youth employment may be a vehicle to connect to schools.
- Contractors should be pushed beyond the common denominator and be provided incentives to do more.

## THE VOICE OF YOUTH

- Many 'first' jobs obtained through community programs have imparted the skills and confidences needed to obtain subsequent jobs.
- Programs provide youth a network and resume items.
- Programs provide smaller group experiences, more individual attention, staff that know youths' names and an opportunity for youth to see beyond their own neighborhood.
- Program staffs really care but also push youth to do better and see a 'bigger picture' and incentives.
- Free food and incentives influence participation.
- Youth want/need their voices to be heard; there is a strong desire for creative or other positive expression at this age.
- There is a lack of nighttime activities.
- Programs provide an important safe haven.
- Work permit minimum age requirements should be lowered.
- Youth want more internships and employment opportunities.
- Programs provide helpful exposure to diverse youth.
- Programs develop confidence and a sense of responsibility.
- Arts-related programs provide an opportunity for expression and the means to get job skills the fun way.

### COMMENTS

*Cedric Yap - A lot of youth got connected back to school through employment*

*Barbara Thompson – Youth don't get a reference from our program for prospective employers. They are unaware that volunteer opportunities can be used as a reference for prior experience when looking for work.*

## YOUTH SERVICES PROVIDERS

- The system should address intake and eligibility process to allow CBO's to focus on services.
- Existing employer relationships should be leveraged.

- Programs need to connect with youth prior to their dropping out – especially in an era of exit exams.
- Consistency and structure for youth in a safe, supportive environment that reinforces personal accountability are important.
- Youth need emotional support at work and want to be understood so programs and staff need to build trust.
- Housing is the largest unmet need for some youth.
- Programs need more technical assistance and administrative support.
- A growing immigrant youth population is often isolated by language and family duties in the roles of translators and wage earners.
- Funding for out-of-school youth programs should emphasize services that reconnect youth to schools.
- The system should develop longer-term funding commitments in 3-5 year cycles.
- Service providers need assistance in developing donor bases, technology proficiency, evaluation techniques and support in the business and labor communities.
- A centralized entity should assume responsibility for bringing youth service organizations together to share information, resources, best practices and referral protocols.

COMMENTS

*Robert Schwab – the Youth Providers Conference is representative of efforts begun in the area expressed in the last item of this section.*

YOUTH EMPLOYMENT RESOURCE MAPPING PROJECT

- San Francisco's population of 776,733 includes 112,000 youth under 18 with 16,293 between the ages of 14 and 18.
- The number of young people is growing and of the jobs lost in the last 18 months, 44% were held by youth.

COMMENTS

*Robert Schwab – This point is contradicted by the most recent census data.*

- One third of surveyed youth programs share information with schools and only 8% report having no connection.

- Forty-three percent of funding identified in the survey supported "work-based learning", 15% for youth development, 13% for education-based learning, 11% for pre-employment activities and 8% for career guidance and follow-up.

- Work-based learning opportunities are offered in isolation.

- There is a lot going on, but there needs to be a common language and better management information capacity.

SAN FRANCISCO UNIFIED SCHOOL DISTRICT (SFUSD)

- The District offers or is initiating secondary school-based student assistance programs, student success teams and wellness centers to address needs of students with academic, behavior, attendance and health concerns.

- SFUSD operates youth development and asset-based programs beyond the classroom, including the recreation and leadership-rich Positive Alternatives, After School Learning and 21st Century that provide safe havens for expanded learning opportunities, academic enrichment and integrated health, social services, and cultural programs.

- Project Alert and Second Step are in-school programs that help students build skills and resilience.

- The District's "Excellence for All: a Five-Year Plan to Achieve Educational Equity in the SFUSD" is intended to raise the bar and ~~fill~~ close the gaps by moving both resources and accountability to schools, and by establishing school site councils.

COMMENTS

*Dana Serleth – The District's five-year plan, 'Excellence for All', is intended to raise the bar and close the gaps.*

- While the gap is closing in grades K-7, it is high in grades 8-12 for African Americans, Latinos and English-language learners.

- The District intends to provide personalized learning environments, access to rigorous curriculum, opportunities to apply learning and high quality teachers.

- School reform funding initiatives require CBO partnering

- Eighth grade plus career education plans address positive work values and career exploration.

- CBO's need training in how to navigate the District and the District needs a Community Services Coordinator (SB-65?).

- The Youth Council and DHS will have a voice in the District's truancy prevention strategy.

COMMENTS

*Robert Schwab – (question rose at this point): What is the status of Senate Bill 65?*

## WHAT WE KNOW

- For adolescents, high school completion is the single most important predictor of success as an adult.

- Contextual learning is important – a work-based learning opportunity can stimulate academic interest and reengage youth in school.

- Youth want to work and a surprising number of youths are the primary wage earner of their household.

"Early work experience during the high school years has frequently been found in past national and local studies to have favorable labor market consequences for youth, especially for those not enrolling in four-year colleges and universities immediately upon graduation from high school. Those youth who obtain more work experience during the high school years experience smoother transitions to the labor market upon graduation, obtain higher weekly wages when they do work, and earn more per year 10 to 15 years after leaving high school. As long as average work hours per week are held to 20 or less, in-school work experience tends to have little to no adverse effects upon high school retention, course grades, educational aspirations, or school attendance. In fact, among poor and minority youth, those who do not work at all during high school are more prone to drop out of school prior to obtaining a diploma. The quality of an employed youth's work experience also influences the size of its labor market impacts. The opportunity to acquire new skills, to obtain more work hours per week, and to integrate school and work-based learning improve hourly wages and occupational mobility in the early school-leaving years."

*Confronting the Youth Demographic Challenge. The Labor Market Prospects of Out-of-School Young Adults*. Sum et al, Johns Hopkins University Institute for Policy Studies, October 2000

- Gang-affiliated youth frequently cite lack of employment as contributing to their involvement in illegal activity.

- Youth want help getting jobs.

- San Francisco has lost between 65,000 and 75,000 jobs in the current recession, and San Francisco's labor force has declined by 25,000 in the last two years.

- The June 2003 unemployment rate was 7.3% -- an increase from May's 6.7% -- and represents 30,4000 persons. This is down from 7.7% in June 2002, but significantly higher than the 2.8% annual average rating in 2000.

- Given current demographic trends, with the birth rate roughly equaling the death rate and an increase in the average age of the population, sever labor shortages are expected to begin in the next 10-20 years. Most of the growth in the labor force will come from immigration.

- Technology, global markets and competition are making the workplace more complex, fast-paced and diverse. An increasing percentage of jobs are projected

to require some post-secondary education or training, but a decreasing percentage is projected to require a four-year college degree.

- An increasing percentage of the labor force does not possess English as a primary language or come from a home where English is primarily spoken.

- Employers provide very little literacy or numeracy training yet often voice dissatisfaction with those skills in their font-line workers. While employer training is provided in other skill areas, it most often goes to those with higher literacy and numeracy skills. Since most training in the nation is actually provided by employers, it is important to position youth to take advantage of this opportunity.

- For out-of-school youth we need to think beyond a GED and out-of-school job.

- Eighty-nine percent of high school dropouts under 25 do not have earnings above the poverty level.

- Employed youth change jobs frequently and voluntarily as a strategy to improve wages.

- Youth development is not a program but a movement that embodies a strengths-based, comprehensive approach with elements related to youth involvement, resiliency, assets, character building, skills attainment, youth-adult partnerships, standards of practice and desired outcomes.

"Problem-free is not fully prepared, fully prepared is not fully engaged."
*Karen Pittman*

- Schools and communities share most of the same goals but work in isolation.

- Collaboration is difficult.

- The different funding sources that support youth services have varied objectives, performance measures and eligibility criteria.

- Different organizations have different strengths and weaknesses.

- Program standards are necessary to ensure quality services and continuous improvement.

- Program standards should be consistently applied across programs and funding sources and rely on common definitions.

- Truly effective youth employment programs help young people develop their own capacity to manage the responsibilities of adult life. Effectiveness is not measured by the percent of a contract enrollment or placement goal attained.

- There are valuable lessons to be learned from studies of the Jobs Corps, STRIVE, Youth Build Conservation Corps, the National School to Work Opportunities Act experiences and perhaps other programs.

- There is a direct relationship between real wages and labor force attachment.
- People learn differently.
- The quality of facilities and equipment are important for both youth service providers and youth.
- Of greater importance to youth is the quality and availability of the provider staff.
- The level of comfort and safety youth feel at service provider sites will influence the effectiveness of the service.
- In addition to adequate facilities and trained and caring staff that reflect the youth they serve, youth want fast computers with Internet access, a diverse range of programs and training to choose from, convenience and food.
- Youth are particularly sensitive to ageism, disrespect, anger control, moodiness and attitude of staff.
- Service provider hours should be flexible.
- The development of a unified, or better, unifying strategy for youth services in San Francisco is complex, has a broad scope and will take lots of work and time. Our plan for the development of this strategy should seek to put strategy elements into action, as they are developed, rather than waiting to the conclusion of a long process.

COMMENTS

*JD Hoye – There is a need for something tying providers and citizens; move out of 'programs' and move into a more unifying system.*

## WHAT WE NEED TO FIND OUT

- The outlook for our economy and the jobs typically held by young people.
- What is the outlook for public funding youth-related services including TANF, education and post-secondary financial aid?
- What other resources are available to support youth services in San Francisco?
- Which are San Francisco's most effective youth development and youth employment programs?
- What are the most effective programs in the nation?
- What are our priorities?
- What should a unifying strategy for youth services contain?
- What are the demographics of San Francisco's youth?
- What changes will WIA reauthorization cause?

COMMENTS

*Kar Yin Tham – Is sustainability part of this strategic planning?*

*Ann Cochrane – Offered a recommendation that the Council have its retreat first and then come back to meet with partners.*

*Cedric Yap – What is the role we see the Youth Council playing in terms of policy making and funding?*

*Barbara Thompson – Why can't we find jobs for youth? (Adults are taking these jobs over.) SF Schools in the Mission is a good example of what can be done in a school setting where what are taught are skills in the context of practical applications.*

**What Are the Key Things We Need to Know**

*Kar Yin Tham – 1) 4th bullet point: change 'programs' to strategies/approaches*
*2) What resources and partners do we need to coordinate the system?*

*Margaret Donovan – Where are youth living? What are their connections to institutions of care? How does that inform the strategies and policy development?*

*Roberto Vargas, Rap Collaborative – had been invited to participate in the DOL Strategic Planning Institute and had brought away from that an awareness of the need to partner with the private sector. Where will jobs be in the future? How can we partner with them and the private sector for these jobs?*

*Robert Schwab – Kevin Stange, former employee of DHS "on loan" to gather data on training and jobs in the community. Source of data was EDD report for 2000-2005. Need to questions whether projections made in the report are valid, given the changes since the year 2000. Why not explore economic initiatives for youth job development?*

*JD Hoye – the need for building a 'nimble' education system or at the end of the preparation the opportunity being prepared for has passed.*

*Barbara Thompson – gave example of former meetings held by the PIC and employers and schools to identify in where there were shortages of skilled employees and then coordinating training efforts with those needs in mind.*

*Dana Serleth – Use the information published by the Bay Area Council as a resource?*

*Paul Gibson (Jewish Vocational Services) – the need to get employers to buy in to the need to provide soft skills training.*

*Ann Cochrane – the need to look at increasing the number of internships available.*

## PROPOSED NEXT STEPS

| | |
|---|---|
| August 28 | Subgroup of the Youth Council meets for deep review of data, builds planning process that recommends steps for impact, leverage and influence. |
| September 25 | - Full Youth Council Retreat<br>• Review of Workgroup recommendations, assigned readings, needs analysis and Mapping results<br>• Debate beliefs about most strategic approaches<br>• Discuss impact on funding strategies and steps necessary to build a community of support for the plan. |
| October 23 | Full Youth Council with public hearing to adopt Youth Services Strategy |
| November | - No Youth Council meeting<br>• Staff to hold Youth Service Provider briefings on plan and program standards<br>• Staff translates Youth Services Strategy into specific system design |
| December | Youth Council adopts RFP framework and provider selection criteria based on Youth Services Strategy |

**Proposed Next Steps**

JD Hoye – Recommendation for the formation of a subgroup to build a 'framework' to be filled in. This group would then meet for half a day (8/28/03), for a review of datasets put on age or service continuum. The focus would be on: impact, influence and leverage.

This step would also be preparation for the Youth Council's scheduled retreat (full day) with a goal to complete the framework for the September Youth Council meeting. In this planning process, "employment" will be only one piece.

JD Hoye will facilitate the subgroup meeting, and the subgroup will consist of Barbara Thompson, Kar Yin Tham, Cedric Yap, Margaret Donahue, Anne Cochrane, Dana Serleth, Robert Schwab.

Proposed meeting date of 9/25/03 will be changed to either 9/29 or 10/3, from 10:00 am to 4:00 pm, at 1650 Mission Street, second floor (room availability to be confirmed by Ms. Donahue).

<u>Discussion of a possible framework for the Strategic Plan</u>

Would it be easier if 'client based' (from the standpoint of youth development)
or 'community based'
or 'types of service'
Commonality of the term 'youth development' across all three orientations

Allies Dialog broke the group into those youth 17 and under, and 18 and older. Can the Youth Council use this breakdown for their framework as well?

Margaret Donahue – concerned with the lack of carryover between the two age range groupings. Would it be possible to view the youth in the context of a continuum from 14-21?

JD Hoye – might want to incorporate research and data pulled together by Michael Wald (with the concept of having the youth 'connected' by 25). Will look to provide Mr. Wald with an open forum to present his information.

Leveraging through multiple investors:
Be explicit in what you want to see
Be clear with RFP
What evaluations and data are to be collected?
Identify what policy issues are incentives or barriers to what you want to see

Paul Gibson (Jewish Vocational Service) – thanked Mr. Schwab for providing the summary for the past year.

On 8/28/03, the Youth Council Strategic Planning Work Group met and identified opportunities, strengths, threats and problems related to youth services in San Francisco. The Working Group members then identified priorities among those opportunities and strengths that our strategic planning process should focus on (as indicated by the♦).

Opportunities

- Shared identifiers
- Community of service providers in a place to accomplish system change (♦ ♦ ♦)
- 9/25 Youth Council voice 455 Golden Gate
- 9/4 – Coleman event
- Set up meetings with School District/Youth Council with key data and assistance (look at "complete" model (♦ ♦ ♦)
- High level connection and voice of employer community (♦ ♦)
- Political races
- Build the "case" (prove it) (♦ ♦)
- Leverage message with the WIB (♦ ♦ ♦ ♦)
- Realign $ to offset WIA, etc (♦ ♦)
- Job Corps connections
  ROI (Boot Camp and support) (♦)
- YO 5-year mark – evaluate
- YMCA – apprenticeship for youth workers
- Beacon Initiative partner
- Expand partners in Youth Conference training
- Local leaders for SD opportunity
- DHS and WIB have adopted self-sufficiency standard
- Efficiency $ for eligibility

Strengths

- "Sparks" for re-engagement (work-school) wealth of caring players
- Youth want the opportunity to contribute (♦)
- # of shared goals across programs (♦ ♦)
- Landscape has changed and we are ready/open to move out of silos
- Common desire for a youth development model (growing in 3's) across systems (♦ ♦ ♦ ♦ ♦ ♦)
- Desire for common staff development (♦)
- Youth worker conference (♦)

Threats

- Surveys could challenge individual organizations
- Collision of messages/drivers
- What happens with WIA reauthorization 25% decrease youth / 75% may also be impacted and YO 5-year timeline
- Funding cuts
- Long-term economic climate, especially without employer advocates
- Agenda may be too 'liberal' and 'expensive'
- Hardest to serve avoided
- Common definitions and standards

Problems

- Youth – jobs
- Real $ into youth employment + market conditions + learning gaps
- Not always realistic on what it really costs
- Not simple crosswalk for outcomes/goals across systems
- Some still narrow in definition (outcomes, purpose)
- Mindsets are still within silos
- Fragmented systems
- System is still 'failing' many (basic skill development)
- Skill sets of professionals not adequate
- Communication within SD system needs improvement
- 'Disconnected' youth not on policy 'top 3'
- Outcomes – long-term – want quick information – not easy to quantify
- Undervalue of youth workers – symptom
- Comprehensive MIS for tracking [example given of DHS/SFUSD/DCYR pilot]
- Eligibility requirements – different
- Complex # of systems information to know

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

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| **Date:** | Thursday, October 23, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | Kaiser Permanente<br>4141 Geary, French Campus<br>First Floor, Conference Room #1<br>San Francisco CA |

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### OTHER ACCOMMODATIONS

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**Issued: Thursday, October 16, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**

1. Adoption of the Agenda *(Action Item)*
2. Adoption of Youth Council Minutes from the Meeting Held on July 24, 2003 *(Action Item)**
3. Approval of Vendor Addition *(Action Item)**
4. Coordination of PIC Youth RFP with DCYF Funding Process *(Action Item)*
5. Youth Council Youth Membership (Discussion Item with Possible Action)
6. Discuss/Approve Draft Youth Services Strategy and Community Vetting Process (Discussion Item with Possible Action)**
7. Public Testimony on Non-Agenda Items (Discussion Item)
8. Future Agenda Items (Discussion Item)
9. Adjournment *(Action Item)*

Public Testimony will be allowed for each agenda item at the time that item is discussed.

*Information enclosed

**Information to be provided

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

YOUTH COUNCIL

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

JULY 24, 2003

# STRATEGIC PLANNING PROCESS

(Including comments from the Youth Council Strategic Planning Work Group members from that meeting)

Attending: Ann Cochrane, Bea Harris, Margaret Donahue, Cedric Yap, Kar Yin Tham, Dana Serleth, Barbara Thompson, Robert Schwab, and J.D. Hoye

Meeting began at 4:16 pm

Ann Cochrane: Invitation from the WIB to members of the Youth Council to attend the WIB's upcoming retreat

Robert Schwab: Review of document, "Strategic Planning"

YOUTH COUNCIL PLANNING STEPS TO DATE

| | |
|---|---|
| October 24, 2002 | - Planning Meeting facilitated by JD Hoye<br>- Review of Youth Council Institute<br>• Elements of a comprehensive local youth service system<br>• Functions of a Youth Council building the system<br>• Stage of building the system |
| November 21, 2002 | - Presentation of Youth Employment Resource Mapping Project design<br>- Discussed framework for youth needs assessment presentations |
| December 19, 2002 | Presentation of DCYF's Community Needs Assessment Report – *Snapshot: San Francisco's Children and Youth Today* |
| January 23, 2003 | Presentations by<br>- San Francisco Department of Juvenile Probation<br>- Coleman Advocates |
| February 27, 2003 | Open Forum for Youth |
| March 27, 2003 | - Presentation of Youth Employment Resource Mapping – preliminary results<br>- Adopted criteria for selection of professional services |
| April 24, 2003 | Presentation by SFUSD |
| April 9<br>April 24<br>May 8<br>May 22 | WIA funding recommendations |
| June 12, 2003 | Youth Conference – *Putting the Pieces Together. The Youth Employment Coalition Project* |

## What We have Learned

### DCYF Snapshot, San Francisco's Children and Youth Today

- The majority of parents and youth in the DCYF survey do not consider San Francisco youth friendly.
- The majority of youth experience a high level of stress and view tobacco as a stress reducer.
- The community's physical environment reflects how the City views its residents and youth state that a deteriorated environment affects their self-esteem and motivation to succeed.
- Parents want to know more about available services and have closer contact with the staff serving their children.
- Youth express a desire for more college opportunities, counseling services and cultural programs.
- Most youth want to contribute to their community.
- Different ethnic and income groups cite different program needs and satisfaction.

### San Francisco Department of Juvenile Probation

- With JPD focusing on core behavioral issues they must rely on other resources for employment-related services.
- Ethnic minorities, especially young African American males are represented in JPD in a much greater proportion than their incidence in the population.
- There is a need to better track those touched by the system.
- JPD awards and monitors over $5 million in local, state and federal funds through contracts with over 30 CBO's for prevention and intervention services.

### Coleman Advocates

- Youth employment is a means, not the end. Youth development should be the framework.
- Youth involvement = Engagement = Empowerment
- We should resist the tendency to isolate PIC programs and strengthen connections to schools.
- Youth employment may be a vehicle to connect to schools.
- Contractors should be pushed beyond the common denominator and be provided incentives to do more.

THE VOICE OF YOUTH

- Many 'first' jobs obtained through community programs have imparted the skills and confidences needed to obtain subsequent jobs.
- Programs provide youth a network and resume items.
- Programs provide smaller group experiences, more individual attention, staff that know youths' names and an opportunity for youth to see beyond their own neighborhood.
- Program staffs really care but also push youth to do better and see a 'bigger picture' and incentives.
- Free food and incentives influence participation.
- Youth want/need their voices to be heard; there is a strong desire for creative or other positive expression at this age.
- There is a lack of nighttime activities.
- Programs provide an important safe haven.
- Work permit minimum age requirements should be lowered.
- Youth want more internships and employment opportunities.
- Programs provide helpful exposure to diverse youth.
- Programs develop confidence and a sense of responsibility.
- Arts-related programs provide an opportunity for expression and the means to get job skills the fun way.

COMMENTS

*Cedric Yap - A lot of youth got connected back to school through employment*

*Barbara Thompson – Youth don't get a reference from our program for prospective employers. They are unaware that volunteer opportunities can be used as a reference for prior experience when looking for work.*

YOUTH SERVICES PROVIDERS

- The system should address intake and eligibility process to allow CBO's to focus on services.
- Existing employer relationships should be leveraged.

- Programs need to connect with youth prior to their dropping out – especially in an era of exit exams.
- Consistency and structure for youth in a safe, supportive environment that reinforces personal accountability are important.
- Youth need emotional support at work and want to be understood so programs and staff need to build trust.
- Housing is the largest unmet need for some youth.
- Programs need more technical assistance and administrative support.
- A growing immigrant youth population is often isolated by language and family duties in the roles of translators and wage earners.
- Funding for out-of-school youth programs should emphasize services that reconnect youth to schools.
- The system should develop longer-term funding commitments in 3-5 year cycles.
- Service providers need assistance in developing donor bases, technology proficiency, evaluation techniques and support in the business and labor communities.
- A centralized entity should assume responsibility for bringing youth service organizations together to share information, resources, best practices and referral protocols.

COMMENTS

*Robert Schwab – the Youth Providers Conference is representative of efforts begun in the area expressed in the last item of this section.*

YOUTH EMPLOYMENT RESOURCE MAPPING PROJECT

- San Francisco's population of 776,733 includes 112,000 youth under 18 with 16,293 between the ages of 14 and 18.
- The number of young people is growing and of the jobs lost in the last 18 months, 44% were held by youth.

COMMENTS

*Robert Schwab – This point is contradicted by the most recent census data.*

- One third of surveyed youth programs share information with schools and only 8% report having no connection.

- Forty-three percent of funding identified in the survey supported "work-based learning", 15% for youth development, 13% for education-based learning, 11% for pre-employment activities and 8% for career guidance and follow-up.

- Work-based learning opportunities are offered in isolation.

- There is a lot going on, but there needs to be a common language and better management information capacity.

SAN FRANCISCO UNIFIED SCHOOL DISTRICT (SFUSD)

- The District offers or is initiating secondary school-based student assistance programs, student success teams and wellness centers to address needs of students with academic, behavior, attendance and health concerns.

- SFUSD operates youth development and asset-based programs beyond the classroom, including the recreation and leadership-rich Positive Alternatives, After School Learning and 21st Century that provide safe havens for expanded learning opportunities, academic enrichment and integrated health, social services, and cultural programs.

- Project Alert and Second Step are in-school programs that help students build skills and resilience.

- The District's "Excellence for All: a Five-Year Plan to Achieve Educational Equity in the SFUSD" is intended to raise the bar and ~~fill~~ close the gaps by moving both resources and accountability to schools, and by establishing school site councils.

COMMENTS

*Dana Serleth – The District's five-year plan, 'Excellence for All', is intended to raise the bar and close the gaps.*

- While the gap is closing in grades K-7, it is high in grades 8-12 for African Americans, Latinos and English-language learners.

- The District intends to provide personalized learning environments, access to rigorous curriculum, opportunities to apply learning and high quality teachers.

- School reform funding initiatives require CBO partnering

- Eighth grade plus career education plans address positive work values and career exploration.

- CBO's need training in how to navigate the District and the District needs a Community Services Coordinator (SB-65?).

- The Youth Council and DHS will have a voice in the District's truancy prevention strategy.

COMMENTS

*Robert Schwab – (question rose at this point): What is the status of Senate Bill 65?*

## What We Know

- For adolescents, high school completion is the single most important predictor of success as an adult.
- Contextual learning is important – a work-based learning opportunity can stimulate academic interest and reengage youth in school.
- Youth want to work and a surprising number of youths are the primary wage earner of their household.

"Early work experience during the high school years has frequently been found in past national and local studies to have favorable labor market consequences for youth, especially for those not enrolling in four-year colleges and universities immediately upon graduation from high school. Those youth who obtain more work experience during the high school years experience smoother transitions to the labor market upon graduation, obtain higher weekly wages when they do work, and earn more per year 10 to 15 years after leaving high school. As long as average work hours per week are held to 20 or less, in-school work experience tends to have little to no adverse effects upon high school retention, course grades, educational aspirations, or school attendance. In fact, among poor and minority youth, those who do not work at all during high school are more prone to drop out of school prior to obtaining a diploma. The quality of an employed youth's work experience also influences the size of its labor market impacts. The opportunity to acquire new skills, to obtain more work hours per week, and to integrate school and work-based learning improve hourly wages and occupational mobility in the early school-leaving years."

*Confronting the Youth Demographic Challenge. The Labor Market Prospects of Out-of-School Young Adults*. Sum et al, Johns Hopkins University Institute for Policy Studies, October 2000

- Gang-affiliated youth frequently cite lack of employment as contributing to their involvement in illegal activity.
- Youth want help getting jobs.
- San Francisco has lost between 65,000 and 75,000 jobs in the current recession, and San Francisco's labor force has declined by 25,000 in the last two years.
- The June 2003 unemployment rate was 7.3% -- an increase from May's 6.7% -- and represents 30,4000 persons. This is down from 7.7% in June 2002, but significantly higher than the 2.8% annual average rating in 2000.
- Given current demographic trends, with the birth rate roughly equaling the death rate and an increase in the average age of the population, sever labor shortages are expected to begin in the next 10-20 years. Most of the growth in the labor force will come from immigration.
- Technology, global markets and competition are making the workplace more complex, fast-paced and diverse. An increasing percentage of jobs are projected

to require some post-secondary education or training, but a decreasing percentage is projected to require a four-year college degree.

- An increasing percentage of the labor force does not possess English as a primary language or come from a home where English is primarily spoken.

- Employers provide very little literacy or numeracy training yet often voice dissatisfaction with those skills in their font-line workers. While employer training is provided in other skill areas, it most often goes to those with higher literacy and numeracy skills. Since most training in the nation is actually provided by employers, it is important to position youth to take advantage of this opportunity.

- For out-of-school youth we need to think beyond a GED and out-of-school job.

- Eighty-nine percent of high school dropouts under 25 do not have earnings above the poverty level.

- Employed youth change jobs frequently and voluntarily as a strategy to improve wages.

- Youth development is not a program but a movement that embodies a strengths-based, comprehensive approach with elements related to youth involvement, resiliency, assets, character building, skills attainment, youth-adult partnerships, standards of practice and desired outcomes.

"Problem-free is not fully prepared, fully prepared is not fully engaged."
*Karen Pittman*

- Schools and communities share most of the same goals but work in isolation.

- Collaboration is difficult.

- The different funding sources that support youth services have varied objectives, performance measures and eligibility criteria.

- Different organizations have different strengths and weaknesses.

- Program standards are necessary to ensure quality services and continuous improvement.

- Program standards should be consistently applied across programs and funding sources and rely on common definitions.

- Truly effective youth employment programs help young people develop their own capacity to manage the responsibilities of adult life. Effectiveness is not measured by the percent of a contract enrollment or placement goal attained.

- There are valuable lessons to be learned from studies of the Jobs Corps, STRIVE, Youth Build Conservation Corps, the National School to Work Opportunities Act experiences and perhaps other programs.

- There is a direct relationship between real wages and labor force attachment.
- People learn differently.
- The quality of facilities and equipment are important for both youth service providers and youth.
- Of greater importance to youth is the quality and availability of the provider staff.
- The level of comfort and safety youth feel at service provider sites will influence the effectiveness of the service.
- In addition to adequate facilities and trained and caring staff that reflect the youth they serve, youth want fast computers with Internet access, a diverse range of programs and training to choose from, convenience and food.
- Youth are particularly sensitive to ageism, disrespect, anger control, moodiness and attitude of staff.
- Service provider hours should be flexible.
- The development of a unified, or better, unifying strategy for youth services in San Francisco is complex, has a broad scope and will take lots of work and time. Our plan for the development of this strategy should seek to put strategy elements into action, as they are developed, rather than waiting to the conclusion of a long process.

COMMENTS

*JD Hoye – There is a need for something tying providers and citizens; move out of 'programs' and move into a more unifying system.*

## WHAT WE NEED TO FIND OUT

- The outlook for our economy and the jobs typically held by young people.
- What is the outlook for public funding youth-related services including TANF, education and post-secondary financial aid?
- What other resources are available to support youth services in San Francisco?
- Which are San Francisco's most effective youth development and youth employment programs?
- What are the most effective programs in the nation?
- What are our priorities?
- What should a unifying strategy for youth services contain?
- What are the demographics of San Francisco's youth?
- What changes will WIA reauthorization cause?

COMMENTS

*Kar Yin Tham – Is sustainability part of this strategic planning?*

*Ann Cochrane – Offered a recommendation that the Council have its retreat first and then come back to meet with partners.*

*Cedric Yap – What is the role we see the Youth Council playing in terms of policy making and funding?*

*Barbara Thompson – Why can't we find jobs for youth? (Adults are taking these jobs over.) SF Schools in the Mission is a good example of what can be done in a school setting where what are taught are skills in the context of practical applications.*

**What Are the Key Things We Need to Know**

*Kar Yin Tham – 1) 4th bullet point: change 'programs' to strategies/approaches*
*2) What resources and partners do we need to coordinate the system?*

*Margaret Donovan – Where are youth living? What are their connections to institutions of care? How does that inform the strategies and policy development?*

*Roberto Vargas, Rap Collaborative – had been invited to participate in the DOL Strategic Planning Institute and had brought away from that an awareness of the need to partner with the private sector. Where will jobs be in the future? How can we partner with them and the private sector for these jobs?*

*Robert Schwab – Kevin Stange, former employee of DHS "on loan" to gather data on training and jobs in the community. Source of data was EDD report for 2000-2005. Need to questions whether projections made in the report are valid, given the changes since the year 2000. Why not explore economic initiatives for youth job development?*

*JD Hoye – the need for building a 'nimble' education system or at the end of the preparation the opportunity being prepared for has passed.*

*Barbara Thompson – gave example of former meetings held by the PIC and employers and schools to identify in where there were shortages of skilled employees and then coordinating training efforts with those needs in mind.*

*Dana Serleth – Use the information published by the Bay Area Council as a resource?*

*Paul Gibson (Jewish Vocational Services) – the need to get employers to buy in to the need to provide soft skills training.*

*Ann Cochrane – the need to look at increasing the number of internships available.*

**PROPOSED NEXT STEPS**

| | |
|---|---|
| August 28 | Subgroup of the Youth Council meets for deep review of data, builds planning process that recommends steps for impact, leverage and influence. |
| September 25 | - Full Youth Council Retreat<br>• Review of Workgroup recommendations, assigned readings, needs analysis and Mapping results<br>• Debate beliefs about most strategic approaches<br>• Discuss impact on funding strategies and steps necessary to build a community of support for the plan. |
| October 23 | Full Youth Council with public hearing to adopt Youth Services Strategy |
| November | - No Youth Council meeting<br>• Staff to hold Youth Service Provider briefings on plan and program standards<br>• Staff translates Youth Services Strategy into specific system design |
| December | Youth Council adopts RFP framework and provider selection criteria based on Youth Services Strategy |

**Proposed Next Steps**

JD Hoye – Recommendation for the formation of a subgroup to build a 'framework' to be filled in. This group would then meet for half a day (8/28/03), for a review of datasets put on age or service continuum. The focus would be on: impact, influence and leverage.

This step would also be preparation for the Youth Council's scheduled retreat (full day) with a goal to complete the framework for the September Youth Council meeting. In this planning process, "employment" will be only one piece.

JD Hoye will facilitate the subgroup meeting, and the subgroup will consist of Barbara Thompson, Kar Yin Tham, Cedric Yap, Margaret Donahue, Anne Cochrane, Dana Serleth, Robert Schwab.

Proposed meeting date of 9/25/03 will be changed to either 9/29 or 10/3, from 10:00 am to 4:00 pm, at 1650 Mission Street, second floor (room availability to be confirmed by Ms. Donahue).

<u>Discussion of a possible framework for the Strategic Plan</u>

Would it be easier if 'client based' (from the standpoint of youth development)
or 'community based'
or 'types of service'
Commonality of the term 'youth development' across all three orientations

Allies Dialog broke the group into those youth 17 and under, and 18 and older. Can the Youth Council use this breakdown for their framework as well?

Margaret Donahue – concerned with the lack of carryover between the two age range groupings. Would it be possible to view the youth in the context of a continuum from 14-21?

JD Hoye – might want to incorporate research and data pulled together by Michael Wald (with the concept of having the youth 'connected' by 25). Will look to provide Mr. Wald with an open forum to present his information.

Leveraging through multiple investors:
Be explicit in what you want to see
Be clear with RFP
What evaluations and data are to be collected?
Identify what policy issues are incentives or barriers to what you want to see

Paul Gibson (Jewish Vocational Service) – thanked Mr. Schwab for providing the summary for the past year.

**MEMORANDUM**

**TO:** YOUTH COUNCIL MEMBERS **DATE**: OCTOBER 23, 2003

**FROM:** PAMELA S. CALLOWAY, CHIEF OF STAFF

**SUBJECT:** ADDITION OF QUALIFIED VENDOR TO VENDORS LIST

**BACKGROUND**
On November 15, 2001 the Youth Council approved the program design elements, evaluation criteria and schedule for a combined Request for Proposals (RFP) and Request for Qualifications (RFQ) solicitation.

On December 14, 2001 the Executive Committee, on behalf of the Workforce Investment San Francisco, (WISF) Board, ratified the Youth Council's action and on December 17, 2001 staff issued the RFP and RFQ.

On July 10, 2002, the WISF Executive Committee ratified the June 27, 2002 action of the Youth Council to issue a continuous solicitation of statements of qualifications containing the same design elements, program requirements, and selection criteria as the RFQ issued on December 14, 2001, without a due date.

**DISCUSSION**
RFQ is a process to identify and competitively select providers of specified services for individual referral at a quoted price. The use of an individual referral approach for securing youth services allows Youth Opportunity of San Francisco, (YOSF) staff to obtain services based on individual client need in the quantity that a particular service is needed. The RFQ process described above asked organizations to submit Statements of Qualifications. Each statement is reviewed and, if competitive and eligible to receive federal funds and provide the service(s) described, is recommended for placement on a vendors list.

Since June 27, 2002, additional potential vendors have submitted Statements of Qualifications.

**RECOMMENDATION**
Staff have reviewed all Statements of Qualifications submitted to the PIC, has determined the vendors to be eligible to receive WIA Title 1D funds and recommends the vendor listed on Table 1 to be added to the youth vendors list.

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**Table I**
**PIC STAFF RECOMMENDATIONS**
**WORKFORCE INVESTMENT ACT (WIA)**
**YOUTH SERVICES**
**ADDITION TO THE INDIVIDUAL REFERRAL VENDOR LIST**

| # | Proponent | Proposed Activity | Unit Price | Approved |
|---|---|---|---|---|
| 176 | **Bay Area Video Coalition**<br>2727 Mariposa Street, Second Floor<br>San Francisco, CA 94110<br>(415) 558-2114 | *YouthLink* is a high-impact program that makes a real difference in students' lives through its developmental and creative approach to technology training. Youth receive 100 hours of hands-on, project-based training in advanced skill sets in web design and production and video production, including computer hardware and peripherals, Flash animation, HTML and JavaScript coding, Dreamweaver, Illustrator, Photoshop, digital audio editing, and video production and postproduction. During the training experience, students apply their new technical skills to produce a portfolio of work including individual web pages, digital public service announcements, and online YouthZine (www.youthzine.org). To ensure that any student can enroll, *YouthLink* provides participants with stipends of $480 to take the place on needed income. Students receive training in hard and soft skills, as well as internship opportunities with local non-profit and for-profit companies. *YouthLink* training cycles are 100 hours, and take place on an after-school schedule for those youth ages 14-18 in-school and during the day for those youth ages 18-21 who are out-of-school (each cycle is three times per week, two and a half hours per day, for 11 weeks). During the summer, *YouthLink* has a shorter, more intensive schedule for both age groups (four times per week, four hours per day, for six weeks). Internships are 60 hours (10 hours per week for six weeks). Entry requirements include: Youth must be age 14-21, San Francisco resident, must fill out an application explaining their interest in the program, have a letter of recommendation from a teacher or other adult mentor, have basic computer skills, be eligible to work in the U.S., and must have parent's permission if they are under 18 (or age 18 and still in high school). Exit requirements include: Youth cannot miss more than three days of the program, must complete a web or video project, and follow program guidelines. | **$6,989** | **YES** |

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING
## OF THE
## YOUTH COUNCIL
## WORKFORCE INVESTMENT SAN FRANCISCO BOARD

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| **Date:** | Thursday, December 18, 2003 |
| **Time:** | 4:00 p.m. – 6:00 p.m. |
| **Location:** | SF Department of Human Services<br>1650 Mission Street, Classroom 2<br>San Francisco CA 94103 |

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, www.picsf.org.

**AGENDA APPEARS ON THE REVERSE SIDE**

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### (Chapter 67 of the San Francisco Administrative Code)

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To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

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Sunshine Ordinance Task Force
City Hall, Room 244
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San Francisco, CA 94102-4683
415-554-7724 Fax: 415-554-5163
E-mail: donna_hall@ci.sf.ca.us

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**Issued: Friday, December 12, 2003**

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**PROPOSED AGENDA**
**YOUTH COUNCIL OF THE WISF BOARD**
**THURSDAY, DECEMBER 18, 2003**

1. Adoption of the Agenda *(Action Item)*
2. Adoption of Strategic Priorities for the San Francisco Youth Council *(Action Item)**
3. Adoption of Proposal to Align PIC Youth Services RFP with DCYF RFP *(Action Item)**
4. Adoption of 2004 Youth Council Meeting Calendar (*Action Item*)*
5. Public Testimony on Non-Agenda Items (Discussion Item)
6. Future Agenda Items (Discussion Item)
7. Adjournment *(Action Item)*

Public Testimony will be allowed for each agenda item at the time that item is discussed.

*Information enclosed.

PRIVATE INDUSTRY COUNCIL
*of San Francisco, Inc.*
*creating employment opportunities*

**MEMORANDUM**

**TO:** ANN COCHRANE **DATE**: DECEMBER 18, 2003

**FROM:** ROBERT SCHWAB , VICE PRESIDENT

**SUBJECT:** STRATEGIC PRIORITIES FOR THE SAN FRANCISCO YOUTH COUNCIL (AGENDA ITEM 2)

**ACTION REQUESTED**
Adopt the Draft Strategic Priorities for the San Francisco Youth Council as the vision, conditions, mission/purpose, and primary and supportive strategies to guide the Youth Council's investment of WIA youth funds and policy development.

**BACKGROUND**
The Workforce Investment Act challenges local communities, through the Youth Council, to establish a collaboration that brings together schools, community organizations, training providers and others to create a comprehensive and cohesive youth assistance strategy.

Beginning October 2002 the Youth Council began a strategic planning process to create a unifying strategy for youth services in San Francisco. That process included the presentation and discussion of the needs of youth from a wide range of perspectives, the presentation and discussion of the results of a youth resources mapping project, and the appointment of a workgroup to plan build a framework for an all-day planning retreat. The Youth Council retreat was held on August 28, 2003 to discuss vision, mission and service priorities. The retreat resulted in the Draft Strategic Priorities document that was discussed at the October 23, 2003 Youth Council meeting with refinements suggested and a community vetting process requested.

Community vetting meetings were held on December 3 for PIC youth subcontractors, on December 10 in the Mission District, on December 12 in Bayview Hunters Point, and on December 16 at the Youth Allies Dialogue meeting. At each meeting the roles and responsibilities of the Youth Council were discussed, the Strategic Priorities reviewed and vetting questions were asked. PIC staff recorded comments to the Strategic Priorities and responses to the attached vetting questions. Those comments and responses will be made available to the Youth Council at the December 18, 2003 Youth Council meeting.

**RECOMMENDATION**
The staff recommends that the Youth Council adopt the attached Draft Strategic Priorities for the San Francisco Youth Council and direct staff to develop a blueprint for action and related Request for Proposals and selection criteria consistent with those priorities.

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# DRAFT

## STRATEGIC PRIORITIES FOR THE SAN FRANCISCO YOUTH COUNCIL

*(**Note:** Format is designed to provide a context and a set of critical questions for key stakeholders to respond to. After input is gathered adjustments will be made and incorporated into a blueprint for action.)*

### OUR VISION: ALL YOUTH – ONE SYSTEM

The Workforce Investment Act challenges local communities, through the Youth Council, to establish a collaboration that brings together school, community organizations, training providers and others to create a comprehensive and cohesive youth service system.

The San Francisco Workforce Investment Board Youth Council is outlining a strategic plan for the future and believes the strategies should build on a youth development framework: [1]

- viewing young people and families as partners, rather than clients and involving them in designing and delivering programs and services;
- giving all youth access to both prevention and intervention services and programs that meet their developmental needs; and
- offering youth opportunities to develop relationships with caring, supportive adults.

Youth Development is the ongoing process in which all young people are engaged and invested while attempting to meet their basic personal and social needs and to build competencies necessary for successful adolescent and adult life. It is an approach, framework, and a way to think about young people that focus on their capacities, strengths and developmental needs, rather than on their weaknesses and problems. All young people have basic needs that are critical to survival and healthy development. These needs include but may not be limited to:

- a sense of safety and structure;
- belonging and membership;
- self-worth and ability to contribute;
- independence and control over one's life;
- closeness and several good relationships; and

competency and mastery.

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[1] This framework and approach to youth development comes from *Developing the WIA Youth Request for Proposals: A Technical Assistance Tool for WIB Staff* developed by the RFP Topical Study Group of the 2002-03 class of the National Youth Employment Coalition's WIA Leaders Academy.

At the same time, to succeed as adults, all youth must acquire positive attitudes and appropriate behaviors and skills in six areas:

* health
* personal/social
* knowledge
* reasoning and creativity
* vocation
* citizenship

**Basic Youth Development Principles**

Employment and education researchers and practitioners in the youth field believe that they have identified the basic principles directly related to the WIA 10 elements that help build effective programs for youth. They believe that the importance of integrating the following principles into the design of youth programs cannot be underestimated.

*Adult Support/caring and knowledgeable Adults*

Effective youth initiatives connect young people with adults who care about them and who serve as role models.

*Structure and Expectations*

Youth interventions must set clear and high expectations for young people while carefully supporting each young person so they can attain them.

*Creative forms of learning*

Learning should be engaging and relevant, with curricula and teaching strategies that are creative, substantive, and attuned to the learners and to provide effective pathways to finish high school, or move into post secondary training or employment.

*Holistic approach*

Treating individual holistically may provide sufficient protective factors to overcome a variety of risk factors, thus preventing one or more of the many behavioral indications of deeper problems manifested by young people.

*Youth as resources*

Programs should move away from focusing on eliminating youth deficits to supporting youth assets.

*Implementation quality*

Programs clearly work better when they are thought through and well managed.

*Follow-up Services*

Programs offering services over a long period of time, possibly many years, foster trust in youth because there is time to develop relationships with caring, knowledgeable adults.

With the above context in mind the Youth Council is reframing its focus and proposing the following:

**OUR VISION: ALL YOUTH---ONE SYSTEM:**
Our vision is that San Francisco offers a comprehensive and coordinated system of care, which provides a continuum of quality services to ensure that all youth are equipped with the skills, knowledge and abilities to prepare them for successful employment, academic and life choices by age 25.

The conditions one would find in a comprehensive youth serving system include, but are not limited to:

1. Youth are aware of options/services available to them;
2. Environments for learning and services are safe;
3. Networks of support for youth are available and apparent;
4. Caring adults are involved in supporting youth to attain goals;
5. Access is present for achieving educational and employment support;
6. A continuum of care exists that supports all areas of youth development;
7. The investments made are strategic and connected to other resources;
8. Services and support are ongoing and outcome based, not time/age based;
9. Intake, referral and assessments are common and shared between agencies;
10. Neighborhoods are receiving services that address local concerns;
11. Individual service plans exist for youth and are used across agencies.

**MISSION/PURPOSE:**
To ensure quality, safe and healthy learning environments and opportunities, built on youth development principles, which lead to a high school diploma or certificate, and successful transitions to work or further education.

**PRIMARY STRATEGIES:**

I. Focus on occupational preparation that leads to youth employment and successful transitions.
II. Emphasize HS graduation or certification as minimum performance expectations.
III. Target investments to at-risk, out-of-school youth, those in-school who are not on track to graduate, youth in the juvenile justice and foster care system, and pregnant and parenting teens.
IV. Engage youth in leadership roles and evaluation functions to assure service designs support a comprehensive youth development system.
V. Create a high level of agreement between organizations (DHS, SFUSD, DR, DCYF, and Juvenile Probation) to allow for seamless program delivery.
VI. Support and finance neighborhood-based youth centers.

**SUPPORTIVE STRATEGIES:**

I. Engage the private sector in creating more youth employment opportunities connected to youth's career aspirations.
II. Create common intake, referral, assessment tools and strategies, including an individual youth plan for shared accountability of those served. "hands-off, not drop-off".
III. Invest in contractors who are leveraging multiple funding streams and providing comprehensive services either themselves or with partners.
IV. Mobilize, expand and align adult mentors to support youth beyond funded activities or timelines.
V. Align RFP's and agency policies from primary youth investors to create a comprehensive service strategy until age 25.
VI. Balance investments to assure capacity building of staff and system-building efforts.
VII. Develop agreements with SFUSD to support in-school and out-of-school alternative systems for student achievement.

**VETTING QUESTIONS for Youth Council Strategic Planning Process:**

1) Given limited resources, what target populations should be a priority?
2) Will these strategies measurably improve the likelihood of youth successfully transitioning self-sufficiency and further education? If not, what would you suggest?
3) What additional strategies do you believe are necessary to build a system of quality education and employment services for youth in SF?
4) What key policies would you recommend being changed to further advance quality services for youth in SF?
5) What primary performance measures best describe a quality program?
6) How should the voice of youth best be incorporated program design and implementation?

PRIVATE INDUSTRY COUNCIL
*of San Francisco, Inc.*
*creating employment opportunities*

# The Private Industry Council of San Francisco, Inc. invites you to attend one (or more) of the upcoming community meetings.

**We will be discussing the Youth Council's strategic priorities for youth services in San Francisco.**

**Topics will include:**

- Youth Council Purpose and Challenge
- Youth Council Planning Process
- Strategic Practices Review
- Vetting Questions & Discussion
- Next Steps
  - Youth Council Meeting
  - DCYF/PIC Joint RFP
  - WIA Reauthorization

**Meetings will be held:**

| | |
|---|---|
| **Wednesday, 12/10**<br>**5:30 PM** | **RAP High School, 2730 Bryant St, 2nd Floor** |
| **Thursday, 12/11**<br>**10:00 AM – Noon** | **SF City College Southeast Campus**<br>**1800 Oakdale, Alex J. Pitcher, Jr. Community Room** |
| **Tuesday, 12/16**<br>**10:00 AM - Noon** | **Allies Dialogue Meeting**<br>**Auditorium, 33 Gough St.** |

If you have any questions, please call David Taylor at the PIC at 431-8700.

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PRIVATE INDUSTRY COUNCIL
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**MEMORANDUM**

**TO:** ANN COCHRANE **DATE:** December 18, 2003

**FROM:** ROBERT SCHWAB, VICE PRESIDENT

**SUBJECT:** RECOMMENDATIONS FOR COORDINATING RELEASE OF YOUTH SERVICES REQUEST FOR PROPOSALS WITH DCYF (AGENDA ITEM 3)

**BACKGROUND**
The Workforce Investment Act challenges local communities, through the Youth Council, to establish a collaboration that brings together schools, community organizations, training providers and others to create a comprehensive and cohesive youth assistance strategy.

Beginning October 2002 the Youth Council began that process with a meeting facilitated by JD Hoye that reviewed the elements of a common local youth services system, the function of a Youth Council in building the system, and the various stages of building that system. This launch of a planning process was followed by presentation from the Youth Employment Research Mapping Project, the Department of Children, Youth and their Families (DCYF) a community needs assessment report, the San Francisco Department of Juvenile Probation, Coleman Advocates, the San Francisco Unified School District, and an open forum for youth. Subsequently, the Youth Council created a working group to build a framework for an all-day full Council planning retreat.

At the retreat of 10/03/2003, during a review of the strategic planning timeline the system goal of improving alignment of youth services funding processes was discussed. Council members suggested that a formal action item be brought before the Youth Council to adopt the principle of coordinating the release of WIA youth funds with DCYF through a joint or coordinated Request for Proposal (RFP).

**DISCUSSION**
Current federal rules require that WIA-funded youth services be competitively procured at least once every three years. In the current year the Youth Council funded 14 youth services subcontractors for a total of $1.9 million. DCYF, while not limited to the Federal rules, releases funds every two years with a considerable amount dedicated to youth employment. The WIA youth RFP three-year procurement cycle began 7/2001, and therefore eligible subcontractors could be extended an additional year beyond July 1, 2004, and a joint RFP for contracts beginning in July 1, 2004 would provide the next opportunity for funding alignment with DCYF.

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Also, because both the PIC and DCYF fund many of the same organization for similar services, a joint (RFP) potentially allows for

- a joint review of proposals to insure the greatest level of consensus with the Youth Council's strategic plan,
- the opportunity to better address system gaps in services and reduction of duplication of services.

Additionally, because WIA eligibility is limited primarily to low-income families, and serves youth ages 14 through 21, funding alignment will potentially allow organizations to receive funding in such a way that a broader section of the youth population is served.

Finally, coordination could allow for more strategic investment of funds, creating a more cohesive system of care that targets resources to Youth Council priorities and creates a better environment for inter-organization coordination based on common standards, performance measures, intake and assessment tools, resulting in improved outcomes.

**RECOMMENDATION**

The staff recommends that the Youth Council adopt a principle of a simultaneous and coordinated release of a youth services requests for proposal and review of funding proposals. We also recommend that PIC staff be directed to begin discussions with DCYF to determine the best mechanism and timing to achieve the highest level of coordination of a system most consistent with the Youth Council's strategic plan.

# Workforce Investment San Francisco
# Youth Council
# 2004 Meeting Dates*

**Thursday, January 22, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, February 26, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, March 25, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, April 22, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, May 27, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, June 24, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, July 22, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, August 26, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, September 23, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, October 28, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, November 18, 2004**
**4:00 p.m. – 6:00 p.m.**

**Thursday, December 23, 2004**
**4:00 p.m. – 6:00 p.m.**

**Meeting Location:**
**City College of San Francisco District Office**
**Auditorium**
**33 Gough Street**
**San Francisco, CA 94103**

*Dates are subject to change. Please refer to www.picsf.org for most recent updates.

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